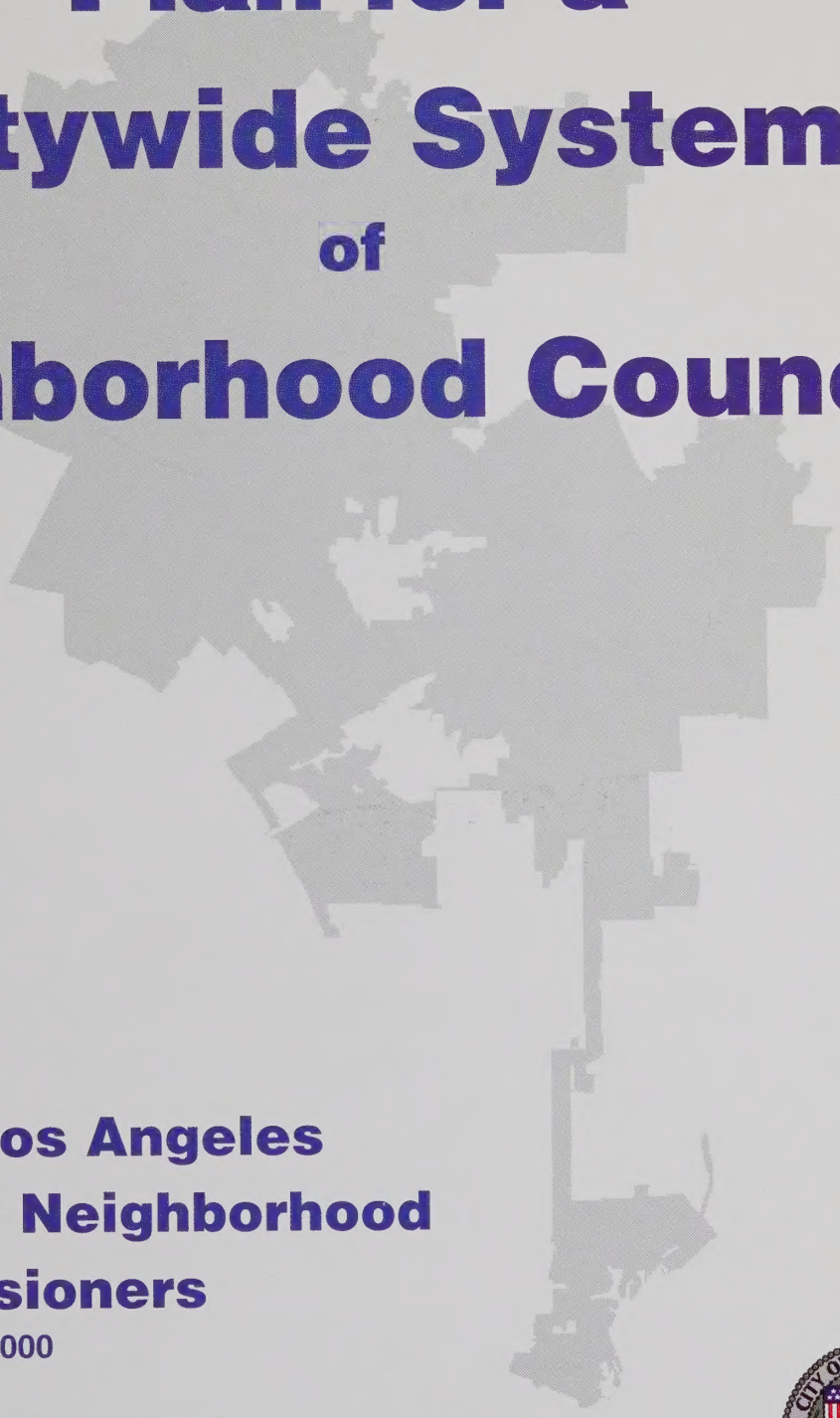
Plan for a Citywide System of Neighborhood Councils



City of Los Angeles
Board of Neighborhood Commissioners

December 14, 2000

DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT

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ROSALIND STEWART
GENERAL MANAGER

December 14, 2000

To the People of the City of Los Angeles:

The Board of Neighborhood Commissioners (Commission) is pleased to present the recommended Plan for a Citywide System of Neighborhood Councils. The Department of Neighborhood Empowerment (DONE) and the Commission reviewed years of extensive study regarding Neighborhood Councils, received public comment, discussed options with city officials, and deliberated in Commission meetings and approved the Plan on December 5, 2000. The Plan establishes a flexible framework through which people in neighborhoods may be empowered to create Neighborhood Councils to serve their needs. The Plan also sets minimum standards to assure that Neighborhood Councils represent all stakeholders in the community, conduct fair and open meetings, and are financially accountable.

The Plan is based on a vision that Neighborhood Councils are self-governed, self-directed and independent. The Charter gives Neighborhood Councils an institutionalized role in the City's decision-making process. This recommended Plan represents a consensus that the regulations be simple, flexible and manageable. Through the Early Notification System (ENS), Neighborhood Councils will receive prior notification and an opportunity to provide feedback on issues before the City Council and its committees, City boards and commissions. Neighborhood Councils will also be empowered to submit their budget priorities each year to the Mayor, before the Mayor's budget proposal is submitted to the City Council. Existing models of successful Neighborhood Councils include a close working relationship with the local City Councilmember. It is clear that the effectiveness of any Neighborhood Council system will require a partnership between City Hall and the Neighborhood Councils themselves.

The Commission heard many diverse opinions about how Neighborhood Councils should organize and operate. As experience with Neighborhood Councils is gained, the Plan can be adapted and revised to address changing needs. Under the Plan, DONE will provide training, assistance and resources to people throughout the City to help them organize as Neighborhood Councils and seek certification. Certified Neighborhood Councils will receive assistance with organizing, training, education, and support in communicating and collaborating with one another on issues of common concern.

In accordance with the Charter, we are submitting the Plan to the Mayor and City Council for their review and approval. We urge the people of the City of Los Angeles to participate in the next phase of the process, which will include public hearings before the City Council's Government Efficiency Committee. With your help, a Plan for a Citywide System of Neighborhood Councils will be adopted within the next six months.

Sincerely,
The Board of Neighborhood Commissioners

William E. Weinberger
Commission President

Keith E. Weaver
Commission Vice President

Pat Herrera Duran
Commissioner

Mary Louise Longoria
Commissioner

Rob Glushon
Commissioner

Tammy Membreno
Commissioner

Marvin Jackson
Commissioner

cc: The Honorable Mayor Richard Riordan
The Honorable Members of the Los Angeles City Council

TABLE OF CONTENTS

PREFACE

On June 8, 1999, Los Angeles city voters approved a new City Charter, which included a provision for the creation of a citywide system of Neighborhood Councils. Article IX of the Charter also created a Department of Neighborhood Empowerment (DONE) and the Board of Neighborhood Commissioners (Commission) to create and implement a plan for the organization, certification and operation of Neighborhood Councils (Plan).

After 5 months of receiving public comment at workshops throughout the City, DONE prepared a First Draft Plan for a Citywide System of Neighborhood Councils. Thereafter, the Commission held public hearings in every City Council district to hear public comment on the First Draft Plan. DONE hosted over 68 learning sessions and presentations and 15 public hearings to assist the community in understanding the role of Neighborhood Councils in the City's governance process and to focus public comment in revising the First Draft Plan. As a result of public feedback, revisions were made and the Commission approved the attached Plan for recommendation to the Mayor and City Council.

Pursuant to the City Charter, the City Council has six months (until June 15, 2001) to modify and approve the Plan. If the City Council does not approve the Plan, or cannot agree on any modifications, the DONE Plan, approved by the Commission, will go into effect.

REQUIREMENTS OF THE CHARTER

In addition to establishing a process for the adoption of the Plan, the City Charter sets forth the following requirements for the creation of the Neighborhood Council Plan as follows:

- DONE shall seek public participation in the formulation of the Plan.
- The Plan shall contain a statement of goals, policies and objectives of the Neighborhood Council system, and shall contain specific regulations, in draft ordinance format (Regulations), which if adopted by ordinance, will be sufficient to implement the Plan.
- The Regulations shall establish the method by which boundaries of Neighborhood Councils will be determined. The system for determining boundaries shall maintain neighborhood boundaries to the maximum extent feasible, and may consider the 36 community planning district boundaries where appropriate.

- The Regulations shall ensure that all areas of the City are given an equal opportunity to form Neighborhood Councils.
- The Regulations shall establish the procedure and criteria for recognition or certification of Neighborhood Councils.
- The Regulations shall not restrict the method by which the stakeholders of a Neighborhood Council are chosen, if the process otherwise satisfies the requirements of Article IX.
- The Regulations shall require that Neighborhood Councils adopt fair and open procedures to conduct their business.

INTRODUCTION TO THE PLAN

(annotated version)

Pursuant to the City Charter, a Citywide System of Neighborhood Councils is hereby established to promote more citizen participation in government and make government more responsive to local needs. Intended to provide an improved connection between neighborhoods and City government, the Plan provides a flexible framework for communities to create Neighborhood Councils that best suit their needs.

Plan for a Citywide System of Neighborhood Councils

COMMENT ON ARTICLE I

The City Charter requires that the Plan set forth the goals and objectives of the Neighborhood Council system. The goals and objectives set forth in the Plan are based in part on provisions of the Charter itself and on feedback received from the public. There was substantial public comment requesting that the Plan more clearly define the term "stakeholder". There was also concern expressed that Neighborhood Councils not replace established homeowner, business and community organizations, but rather, serve to bring together said groups and other diverse interests within a community.

Article I

Goals and Objectives of the Neighborhood Council System

The goals and objectives of the Plan are to:

1. Promote more public participation in government;
2. Promote community input into the City's decision-making process in order to make government more responsive to local needs;
3. Facilitate the delivery of City services to neighborhoods by helping to identify community needs and involving relevant City staff in achieving integrated problem-solving techniques with the Neighborhood Councils;
4. Ensure equal opportunity for all stakeholders in all communities to form and/or join Neighborhood Councils;

   A stakeholder is defined as any individual who lives, works or owns property in a Neighborhood Council area. In addition, stakeholder status may be identified by participation in, among other things, educational institutions, religious institutions, community organizations or other non-profit organizations, block clubs, neighborhood associations, homeowners associations, apartment associations, condominium associations, resident associations, school/parent groups, faith-based groups and organizations, senior groups and organizations, youth groups and organizations, chambers of commerce, business improvement districts, service organizations, park advisory boards, boys and girls clubs, cultural groups, environmental groups, codewatch, neighborhood watch, police advisory board groups, and/or redevelopment action boards.
5. Promote inclusiveness by representing the many diverse interests in communities and encouraging said diverse interests to work together in addressing community concerns; and
6. Promote and facilitate dialogue and collaboration among Neighborhood Councils in Los Angeles through collaboration on those issues of common concern to Neighborhood Councils and by sharing resources and experiences.

COMMENT ON ARTICLE II

This part of the Plan explains that Neighborhood Councils are intended to be independent, self-governing and organized from within the community. The First Draft Plan suggested that Neighborhood Councils be incorporated as non-profit and/or tax-exempt entities. However, that proposal has been eliminated as a result of overwhelming public feedback. Under the recommended Plan, Neighborhood Councils will determine for themselves whether they wish to incorporate and/or obtain tax-exempt status. DONE will provide assistance in this regard upon request.

Article II

Desired Characteristics of Neighborhood Councils

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1. **Organic Beginnings**
   Community stakeholders shall organize and propose their own Neighborhood Councils so that they develop from the grassroots of the community.

2. **Inclusive Membership**
   Neighborhood Councils shall be diverse, inclusive, and open to all stakeholders of the community.

3. **Transparent Operations**
   Neighborhood Councils shall adopt fair and open procedures for the conduct of their business.

4. **Independent Entities**
   DONE shall encourage Neighborhood Councils to be as independent, self-governing, and self-directed as possible. DONE shall assist Neighborhood Councils in exploring options including, but not limited to, tax-exempt status and/or non-profit incorporation to strengthen their independence. If a Neighborhood Council wishes to pursue these options, DONE shall provide ongoing technical assistance as requested by a Neighborhood Council. Tax-exempt status and/or non-profit incorporation will have no effect on a Neighborhood Council's elegibility for assistance, monetary or otherwise, from DONE.

COMMENT ON ARTICLE III

The issue of structure for Neighborhood Councils was the subject of substantial public comment with various points of view. Some have argued that the structure of all Neighborhood Councils should be the same citywide and established as part of the regulations of the Plan. Others emphasized the need for flexibility, contending that City Hall should not dictate how Neighborhood Councils will be organized or how they will function. In opting for the flexibility set forth in the Plan, the Commission was greatly influenced by the models of existing community councils (including but not limited to the 8th District Empowerment Congress, the South Robertson Neighborhoods Council, the Pacific Palisades Community Council, and others). These existing councils are organized differently, the selection of their governing bodies is not the same, and they operate in very different ways. Yet, each represents diverse community interests and is effective in providing a greater voice for the people in the respective neighborhoods they serve.

The Los Angeles Neighborhood Councils: An Option Report prepared by the League of Women Voters describes alternative types of structures for Neighborhood Councils, including how they could fit into a mandated citywide structure. The Commission's vision is that any formalized mandated citywide structure should not be dictated by City Hall. The Commission believes that Neighborhood Councils should be self-empowered, self-organized, self-selected and self-directed with assistance and training from DONE, other City officials and agencies.

Essentially three different viewpoints were expressed concerning proposed boundaries for Neighborhood Councils. The First Draft Plan suggested a minimum size of 25,000 residents per area without any exceptions.

1. *In response to the First Draft Plan, some criticized the minimum size of 25,000 residents and a diverse range of non-residential stakeholders per Neighborhood Council area as too small. This view argues in favor of fewer numbers of Neighborhood Councils with a larger population size of 50,000-75,000 residents each. This would be equal to approximately 40-50 Neighborhood Councils encompassing larger areas and including a broader diversity of ethnic, socio-economic and other interests. Those who favor this approach believe that having more than 40 to 50 certified Neighborhood Councils will be unmanageable and/or will not receive sufficient resources.*

2. *Another viewpoint, which had the most public support, favored a reduction or elimination of the minimum size requirement. This view is based on the perception that particular communities would be precluded from organizing a Neighborhood Council because there exists a residential population of less than 25,000 in a given area.*

3. *Others supported the DONE staff recommendation of a minimum size of 25,000 residents and a diverse range of non-residential stakeholders as a practical balance in achieving manageability over a citywide system of Neighborhood Councils. Those who prefer this option suggest that the Commission consider*

providing criteria for exceptions to the size requirement and allowing those areas with less than 25,000 residents and a diverse range of non-residential stakeholders an opportunity to seek certification.

Research by DONE staff indicated that many of those who opposed the 25,000 minimum as "too large" did not actually know the correct population figures for the areas referenced. For example, at one public hearing, most speakers opposed the 25,000 minimum because they felt it would preclude their area from having a certified Neighborhood Council. Further research revealed that the population of the area (based on the boundaries proposed by speakers at the hearing) exceeded 41,000. In other parts of the City, there was substantial public opposition to the 25,000 minimum because it would preclude long-established communities such as Lake View Terrace, Shadow Hills, La Tuna Canyon and others from seeking certification. However, with the flexibility that the Plan now offers, these areas will have the opportunity to organize themselves as a Neighborhood Council.

In its final deliberations, the Commission believed that having a minimum size of 20,000 residents and a diverse range of non-residential stakeholders and including criteria for exceptions to the minimum size requirement would provide the maximum opportunity for smaller neighborhoods to organize and qualify for certification. Although it was and is difficult to formulate objective criteria for areas to seek certification under the 20,000 minimum, the Commission felt that some flexibility was necessary.

Article III

Certification of Neighborhood Councils

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1. **DONE responsibilities.** After the Neighborhood Council Plan is adopted, DONE shall:

   (a) Announce and inform the public of the Neighborhood Council certification process citywide;

   (b) Seek potential Neighborhood Council applicants actively throughout the City, giving emphasis to those areas and stakeholders with traditionally low rates of civic participation;

   (c) Provide certification application materials in a timely manner to all stakeholders who request them;

   (d) Facilitate and encourage collaboration among competing applicant groups and discussion on how to move forward on a unified certification application, if more than one application is submitted for a Neighborhood Council area;

(e) Actively assist organizing activities in Neighborhood Council areas where leadership has not emerged; and

(f) Provide technical assistance and dispute resolution services to applicants, as needed, to gain consensus on a unified certification application.

2. **Requirements for Certification Applications.** A certification application shall include the following:

(a) Identification of Neighborhood Council boundaries in accordance with Article III, Section 3, and

(b) A proposed mission statement, by-laws, system of financial accountability and code of ethics that meet the *Criteria for Responsible and Inclusive Community Representation* in accordance with Article III, Section 4.

3. **Establishment of Neighborhood Council Area Boundaries**

(a) Any stakeholder group that wishes to apply for certification shall identify boundaries for their Neighborhood Council area. This process is designed to capture the spirit of community where it is strong, support community where needed, and leave open avenues for change in the future.

(b) In accordance with the principles described below in subsection (c), Neighborhood Council applicants are encouraged to use:

(i) Census tracts to count resident population and as a reference in order to benefit from demographic information and the wide acceptance of census tracts as a basic geographic building block; and

(ii) The following non-exhaustive list of tangible symbols of a community or neighborhood:

- Geographic features (natural geography such as rivers and hills)
- Historical identity
- City service and planning areas
- Institutions such as schools, churches, or other commonly recognized community symbols
- Physical features, especially landmarks (as well as streets and freeways)

(c) **Principles for Identifying Neighborhood Council Boundaries:** The inaugural Neighborhood Council area boundary shall be the limits of the City of Los Angeles. An application for certification of a Neighborhood Council shall include a proposal for the establishment of new boundaries in accordance with the following principles:

(i) Neighborhood Council areas will be comprised of a minimum of **20,000** residents and a diverse range of non-residential stakeholders. Areas that have less than **20,000** residents may be considered for certification providing they meet the following criteria:

(A) The proposed area is separated from adjacent communities by significant geographic or other features; or

(B) The proposed area is identified by name within any of the 36 adopted Community Plan Areas of the City Planning Department; or

(C) The proposed area represents a historic, identifiable neighborhood or community and includes local City service providers such as a public library, park or recreation center, fire or police station and a public school; and

(D) The certification application must satisfy all other requirements of the Plan, including but not limited to, reflecting a diversity of interests, which include non-residential stakeholders; and

(E) Notwithstanding the above, certification of a Neighborhood Council's proposed area that is comprised of less than 20,000 residents shall not be approved unless a finding is made that DONE will be able to provide the assistance, training, and resources as required in the Plan.

(ii) Community stakeholders within an area shall collaborate in setting boundaries. DONE shall:

(A) Facilitate collaboration among stakeholders, and

(B) Assist applicants in making boundary determinations.

(iii) Boundaries shall maintain historic and contemporary community and neighborhood boundaries to the maximum extent feasible.

(iv) Neighborhood Council areas may be permitted to have overlapping boundaries where two or more Neighborhood Councils share use of neighboring commercial or public resources. No overlapping boundaries shall be permitted without the approval of all affected Neighborhood Councils and the Commission.

(c) **Process for Identifying Neighborhood Council Boundaries**

As part of their certification as a Neighborhood Council, applicants shall:

(i) Describe the proposed boundaries and provide a rationale for the choice of boundaries;

(ii) Identify stakeholders in the proposed area;

(iii) Describe the processes used for outreach to stakeholders and involvement of stakeholders in determining proposed boundaries.

4. **Criteria for Responsible and Inclusive Community Representation**

An application for certification as a Neighborhood Council shall fulfill the *Criteria for Responsible and Inclusive Community Representation*. These criteria include the following elements:

(a) **Mission Statement**: The Mission Statement shall be a clear, concise statement with the name of the organization, what it does, for whom and where, and be consistent with the goals and objectives stated in the Los Angeles City Charter for Neighborhood Councils.

(b) **By-laws**: Neighborhood Councils shall draft by-laws with the assistance of DONE (upon request). The following information shall be included:

(i) Name of organization

(ii) Membership criteria

(A) The by-laws shall state that the Neighborhood Council membership is open to all stakeholders.

(B) The by-laws shall include a method for selecting the governing body that will reflect the diversity of stakeholders to the greatest extent feasible.

(iii) A list of offices of the governing body

(iv) Meeting procedures – These procedures shall include, at minimum:

(A) A requirement that Neighborhood Councils shall meet at least once per calendar quarter.

(B) Open Meeting Procedures – In addition to the requirements under State open meeting law, Neighborhood Councils shall at minimum: post notices in generally accepted public places. DONE shall assist Neighborhood Councils in identifying acceptable public places. In addition, a copy of notices for all meetings shall be provided to DONE, which shall provide notices to the City Clerk's Office.

(C) A method of addressing grievances and resolving disputes within the Neighborhood Council.

(D) The establishment of a system through which the Neighborhood Council shall communicate with stakeholders on a regular basis and in a manner that assures that information is disseminated to Neighborhood Council stakeholders fairly.

(c) **System of Financial Accountability:** An application for Neighborhood Council certification shall include a description of a system of financial accountability, which shall include the following principles:

(i) Neighborhood Councils shall keep a book of accounts according to Generally Accepted Accounting Principles for the type of entity established;

(ii) Neighborhood Councils shall, if the City grants direct funding, submit their books to the appropriate City agencies for review. Refusal to submit their accounting books in a timely manner shall subject a Neighborhood Council to de-certification by the Board of Neighborhood Commission as defined in Article V, Section 4 of this Plan;

(iii) At minimum, each Neighborhood Council shall discuss its finances at one regular business meeting each year; and

(iv) Neighborhood Council books of accounts shall be open to all stakeholders of any Neighborhood Council.

(d) **Code of Ethics**: Neighborhood Council applicants, with the assistance of DONE, shall develop a code of ethics for the proposed Neighborhood Council, which include both a pledge and methodology for:

(i) **Obeying the Law:** All applicable laws of federal, state and local government define the minimum ethical standard for Neighborhood Councils, their leaders and stakeholders.

(ii) **Achieving High Standards:** These standards will include fair and open procedures for conducting business and a system for financial accountability of funds.

COMMENT ON ARTICLE IV

The First Draft Plan recommended that the General Manager of DONE certify Neighborhood Councils. In response to overwhelming public comment, the Commission changed the First Draft Plan provision outlining certification, authorizing the Commission to hold public hearings and make final decisions on certification of Neighborhood Councils.

Article IV

Certification Process

1. DONE shall review and make an evaluation of the certification application to determine if it:

   (a) Identifies Neighborhood Council boundaries based on goals stated in Article III, Section 3;

   (b) Demonstrates that it will be capable of creating a Neighborhood Council for its community that will follow the *Criteria for Responsible and Inclusive Community Representation* as provided in Article III, Section 4;

   (c) Demonstrates collaboration with other stakeholder groups in the community, particularly those that have contacted DONE for certification materials, and a good faith effort to work with other stakeholder groups seeking certification within the same area;

   (d) Works cooperatively with adjacent Neighborhood Councils to finalize boundaries, if applicable.

2. If DONE receives more than one application for certification in the same area, DONE shall notify all applicants in an effort to consolidate their applications into a unified application. Applicants shall have 30 days from the date of notification by DONE to develop a unified application. This time may be extended by DONE at the request of all certification applicants for said area. If no consensus is reached within the 30 days, DONE shall proceed to evaluate all remaining/pending applications.

3. DONE shall evaluate a certification application based on the above criteria and make a recommendation to the Commission within 60 days of receipt of the application. After receiving the recommendation of DONE, the Commission will hold a public hearing and take action on the certification application within 30 days. The time period may be extended upon mutual consent of the applicant and the Commission.

COMMENT ON ARTICLE V

The evaluation and success of Neighborhood Councils and the system through which they form will depend on the ability of Neighborhood Councils to assess themselves, grow, adapt and, in some instances, amend their initial certification application. This part of the Plan provides guidance on a process of determining the success of individual Neighborhood Councils, the adjustment of Neighborhood Council boundaries, for addressing complaints and problems with Neighborhood Councils, and for de-certification.

An important role of the Commission and DONE is to ensure that Neighborhood Councils comply with the Plan for a Citywide System of Neighborhood Councils. The preceding articles address steps needed to certify and comply with the Plan. This section addresses the possible ramifications for Neighborhood Councils if found in non-compliance with the Plan.

Article V

Assessment, Boundary Adjustment, Complaints Concerning Neighborhood Councils and De-Certification

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1. **Self Assessment**

   Each Neighborhood Council shall, with the assistance of DONE, survey its stakeholders on a periodic basis to assess the success of their organization in meeting applicable goals set forth in the Charter, the Goals and Objectives section of this plan, and the Neighborhood Council's own goals and objectives. Specific criteria for self-review shall be created by DONE in conjunction with each Neighborhood Council. The results of the self-review shall be made public and posted on DONE's website.

2. **Adjustment of Boundaries**

   A Neighborhood Council may petition the Commission to adjust its boundaries. All such petitions shall remain in accordance with Article III, Section 3. Reasons for boundary adjustment may include, but are not limited to:

   (a) Including an uncertified adjacent community;
   (b) Incorporating new development projects;
   (c) Reconfiguring based on population decrease or increase;
   (d) Reducing size to increase effectiveness and efficiency.

   Petitions shall be reviewed by DONE with a recommendation to the Commission within 30 days of receipt. Upon receipt of DONE's recommendation, the Commission shall approve or deny the petition within 30 days.

3. **Amendment of By-Laws**

Any Neighborhood Council that has amended its by-laws shall, within one week of adoption of the amendment, submit to DONE said amendment in writing, together with notices that were provided to Neighborhood Council stakeholders concerning the by-law amendment, and the minutes of any meetings at which the amendment was adopted. If DONE determines that the by-law amendment affects the ability of the Neighborhood Council to comply with the *Criteria for Responsible and Inclusive Community Representation*, it shall follow the procedures set forth in Section 5 of this Article.

4. **Complaints Concerning Neighborhood Councils**

Should DONE receive complaints of a violation of the *Criteria For Responsible and Inclusive Community Representation* by a Neighborhood Council, including but not limited to, a violation of open meeting procedures, a failure to comply with the diversity goals of this Plan and/or violations of the Code of Ethics, DONE shall notify the Neighborhood Council of these complaints and take steps to resolve the complaint with the Neighborhood Council. Efforts to achieve compliance with the *Criteria For Responsible and Inclusive Community Representation* shall be made by DONE prior to initiating an action to de-certify a Neighborhood Council due to a violation.

5. **De-Certification of a Neighborhood Council by the Board of Neighborhood Commissioners**

Before initiating de-certification of a certified Neighborhood Council for failure to comply with the *Criteria For Responsible and Inclusive Community Representation*, DONE shall first make efforts to seek voluntary compliance with the *Criteria* from a Neighborhood Council in accordance with Article III, Section 4. If DONE finds that efforts to encourage the Neighborhood Council to comply with the *Criteria For Responsible and Inclusive Community Representation* have failed, DONE may recommend to the Commission that the Neighborhood Council be de-certified. The Commission shall make a decision on the recommendation within 45 days of the submission of the recommendation to the Commission. DONE shall recommend de-certification of a Neighborhood Council if it finds that the Neighborhood Council has failed to demonstrate, to the satisfaction of DONE, the willingness or ability to comply with the *Criteria For Responsible and Inclusive Community Representation*.

6. **De-Certification of a Neighborhood Council – Self Initiated**

A Neighborhood Council may petition to the Commission for de-certification. A de-certification application shall include the following:

(a) Evidence of the processes used for outreach to stakeholders and the involvement of stakeholders in the decision to de-certify;

(b) Evidence that stakeholders in the Neighborhood Council area have been surveyed on de-certification;

(c) Evidence that the Neighborhood Council governing body has widely publicized its application for de-certification in its Neighborhood Council area;

(d) Evidence that the Neighborhood Council governing body has given a 21 day public notice and agendized the de-certification application at a duly noticed regular meeting of the Neighborhood Council governing body; and

(e) Evidence that ¾ of the governing body consents to the de-certification of a Neighborhood Council.

COMMENT ON ARTICLE VI

Although the Los Angeles Administrative Code sets forth the duties and responsibilities of DONE, there was substantial public demand for the Plan to clearly set forth the specific types of assistance that will be provided to those involved in organizing and operating Neighborhood Councils. The items set forth in the Plan include duties required by Ordinance and other assistance in response to public comment. The intent is for DONE to provide resources, education, training, outreach and other assistance – not for DONE to be another layer of bureaucracy separating the public from City departments. It is envisioned that Neighborhood Councils will communicate directly with the City Council, City Council committees, City boards and commissions on issues of concern.

In addition, a paramount concern expressed in Article IX of the Charter and in public comment heard by the Commission, is that all areas of the City have an equal opportunity to form Neighborhood Councils. DONE's responsibilities, as stated in this Article, include a focus on areas of the City that historically have not organized or been involved in the civic process and to assist those communities in organizing.

Article VI

Responsibilities of the Department of Neighborhood Empowerment

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As defined by the Los Angeles Administrative Code, DONE shall:

1. Implement and oversee compliance with City ordinances and regulations relating to a system of Neighborhood Councils.
2. Assist neighborhoods and Neighborhood Councils with public education, outreach and training.
3. Assist neighborhoods in preparing petitions for recognition or certification, identifying boundaries that minimize the division of communities and organizing themselves in accordance with the Plan.
4. Help Neighborhood Councils meet together on a citywide basis and facilitate these meetings if and when requested to do so by recognized Neighborhood Councils.
5. Assist Neighborhood Councils with the election or selection of their governing body.
6. Facilitate the sharing of resources, including office space, equipment and other forms of support, and assist in communication with stakeholders and Neighborhood Councils.

7. Arrange training for Neighborhood Councils, such as training in leadership, cultural awareness, dispute mediation, civics, communications, equipment utilization and any other training necessary to achieve the goals set forth in Section 22.801 of the administrative code.

8. Create and maintain an internal and external information and communication network, including a citywide database of neighborhood organizations and similar information, that will be available for public use.

9. Help coordinate the relationships between existing and newly created advisory committees and Neighborhood Councils.

10. Ensure operation of the Early Notification System.

11. Facilitate meetings of the Congress of Neighborhood Councils upon request from a majority of certified Neighborhood Councils. To facilitate this, DONE shall poll all certified Neighborhood Councils bi-annually to determine if a majority of certified Neighborhood Councils request the convening of a Congress of Neighborhood Councils, consistent with Charter Section 901(c).

12. Provide operational support subject to available funding for, but not limited to, the following:
    - Meeting and office space
    - Office equipment
    - Mail and communication

13. **Fund Projects/Special Needs.** If sufficient funding is allocated to DONE for community projects or special needs, DONE may fund projects or special needs identified by certified Neighborhood Councils based on specific criteria and processes to be determined by DONE and approved by the Commission.

14. **Assure Equal Opportunity to Form and Develop Neighborhood Councils**. DONE shall aid groups and stakeholders seeking Neighborhood Council certification by:

    (a) Providing targeted assistance to stakeholders and areas of the City with traditionally lower rates of participation, subject to resource availability, as follows:

        (i) Assistance with mitigating barriers to participation, such as the need for:
            - translation services
            - childcare services

        (ii) Capacity-building training in the form of
            - community organizing
            - leadership development

(b) Helping communities understand the process and procedures for establishing a Neighborhood Council;

(c) Providing guidance and training to aid in the development of the certification proposal; and

(d) Identifying opportunities for collaboration between groups and stakeholders interested in certification.

15. **Review and Evaluation of Neighborhood Council System**

(a) **Needs Assessment**: Within one year of the final approval of the Neighborhood Council Plan and at least every 3 years subsequent to initial approval, DONE shall present a report to the Commission regarding the size and geographic scope of the Neighborhood Council Areas, the economic and demographic conditions of areas without Neighborhood Councils, and anticipated needs for targeted technical assistance to areas that face obstacles in organizing Neighborhood Councils. Based on this report, the Commission may recommend changes to the Neighborhood Council Plan Ordinance to the Mayor and City Council, and reassess the adequacy of resources available for Neighborhood Council organization.

(b) **Boundaries Assessment**: DONE shall assess boundaries on a periodic basis to ensure that adjacent Neighborhood Councils are not excluding small areas between them.

COMMENT ON ARTICLE VII

The City Charter requires that the Plan establish procedures for an "Early Warning System" by which Neighborhood Councils will receive notice and have the opportunity to provide comment concerning issues before decisions are made by the City Council, City Council committees, City boards and commissions. The Plan goes beyond the traditional form of postal communication by establishing a computer-based system that will allow for electronic notification and feedback.

Neighborhood Councils will be provided access to a computer and the internet for more immediate notice of matters pending before City decision-making bodies and give Neighborhood Councils a greater opportunity to voice their concerns before decisions are made.

Both the Charter provision and the Plan's proposed regulations concerning the Early Notification System (ENS) procedures elicited comments expressing conflicting concerns. City officials have expressed concern that the ENS not cause delays in decisions, particularly on urgent matters. Public comment has almost uniformly focused on the difficulty of a Neighborhood Council becoming informed and providing feedback within a short period of time. The reality is that, with few exceptions involving emergency actions, virtually all decisions made by the City Council, its committees, City boards and commissions are adopted after undergoing substantial review and analysis by City staff. In the case of City Council actions, almost all matters are first referred to a City Council committee for recommendation. Since the City Charter and the Plan require that Neighborhood Councils have the opportunity to receive notice "as soon as practical", it is envisioned that the ENS will provide immediate notice of matters as they make their way through the public process with the goal of affording Neighborhood Councils sufficient time to obtain all relevant information, hold discussions with their membership and governing bodies and then, if desired, provide comment before decisions are made.

It is also expected that the Plan will help change the process by which decisions are made, particularly in affected communities. For example, a City department contemplating a project in a particular area will frequently elicit the feedback of the local City Council member and/or Mayor's Office very early in the process. It is expected that City departments will now actively seek to provide information and get feedback from a certified Neighborhood Council at that same stage. This would provide an improved connection between communities and City government.

Article VII

Early Notification System Procedures

DONE shall create an Early Notification System (ENS) in accordance with City Charter Section 907. The ENS will supplement, not replace, current state and local law regarding public notification. Any Neighborhood Council may still request notification by mail. The ENS will operate according to the following procedures:

1. All certified Neighborhood Councils shall be provided access to a computer and to the Internet. DONE shall ensure that certified Neighborhood Councils receive any necessary technical training.
2. The City's Information Technology Agency (ITA) shall develop an ENS website that shall be the repository for the information being made available to Neighborhood Councils by City Council, City Council committees, and City boards and commissions.
3. Certified Neighborhood Councils shall be able to access the website or subscribe to receive electronic mail notifications regarding updates to the information on the ENS website.
4. Information from City Council, City Council committees and City boards and Commissions shall be provided to certified Neighborhood Councils as soon as practical so that certified Neighborhood Councils may have a reasonable opportunity to provide comment before decisions are made. Notification of matters to be considered by the City Council and City Council Committees shall be made available to certified Neighborhood Councils by the City Clerk through the City Council's Referral Memoranda or other similar system. Notification of matters to be considered by City boards and commissions shall be made available to certified Neighborhood Councils by such boards and commissions.
5. Certified Neighborhood Councils shall be able to provide comment and feedback electronically to City Council, City Council committees, and City boards and commissions via the ENS. All comments from certified Neighborhood Councils by electronic mail shall be printed and placed into the public record. Certified Neighborhood Councils may also provide comment and feedback by mail, facsimile and/or testimony in person.
6. City Council, City Council committees, boards and commissions will designate a representative or representatives to coordinate and facilitate implementation of the ENS and communications with certified Neighborhood Councils.
7. DONE shall provide education, guidance and assistance to certified Neighborhood Councils in developing additional strategies for providing comment and feedback to City Council, City Council committees, and City boards and commissions.
8. DONE, at its discretion, may coordinate additional information for distribution through the ENS from entities public or private, other than those specified in the

Charter provided that they are subject to the same regulations and requirements as stated above.

9. The time frame for the implementation of the ENS Procedures shall be as follows:

   (a) Upon City Council approval of a Plan for a Citywide System of Neighborhood Councils and City Council authorization of the 2001/2002 budget for DONE, ITA will initiate development of the ENS website. The time frame for website development and implementation is dependent upon authorized budget allocations and will be determined upon adoption of the DONE 2001/2002 budget.

   (b) A certified Neighborhood Council shall receive access to a computer and to the Internet within 45 days of its certification as a Neighborhood Council.

APPENDICES

The appendices include the following:

APPENDIX A

ACKNOWLEDGEMENTS

We would like to thank all of those stakeholders who contributed to the development of both the First Draft Plan for a Citywide System of Neighborhood Councils and to this recommended Plan through feedback at workshops, learning sessions, public hearings, e-mail and traditional mail. We would also like to thank all of the organizations and community partners who assisted with outreach and education.

BOARD OF NEIGHBORHOOD COMMISSIONERS

William Weinberger, President

Keith Weaver, Vice President

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Rob Glushon

Marvin Jackson

Mary Louise Longoria

Tammy Membreno

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Jamiko Bell-Potts, Project Coordinator
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Amber Meshack, Project Coordinator
Ricardo Reyes, Senior Systems Analyst II
Benjamin Shin, Accounting Clerk II
Karen Kelly Tobin, Certification Project Manager
Emily Lightburn, Receptionist
Betty Wong Oyama, Project Coordinator
Reginald Zachery, Project Coordinator

APPENDIX B

ORDINANCE FOR A CITYWIDE SYSTEM OF NEIGHBORHOOD COUNCILS

ORDINANCE NO._____

An ordinance establishing Regulations to implement the Plan For a Citywide System of Neighborhood Councils (Plan).

WHEREAS, the City Charter created the Department of Neighborhood Empowerment (Department) and a citywide system of neighborhood councils; and

WHEREAS, the Department of Neighborhood Empowerment has completed the development of the Plan which contains goals, policies and objectives of the Neighborhood Council system; and

WHEREAS, the goals and objectives of the Neighborhood Council system are: to promote more public participation in government; to promote community input into the City's decision-making process in order to make government more responsive to local needs; to facilitate the delivery of City services to neighborhoods by helping to identify community needs and involving relevant City staff for integrated problem-solving with the neighborhood councils; to ensure equal opportunity for all stakeholders in all communities to form and/or join neighborhood councils; to promote inclusiveness by representing the many diverse interests in communities and encouraging these diverse interests to work together in addressing community concerns; and to promote and facilitate dialogue and collaboration among neighborhood councils in the City of Los Angeles through working together on issues of common concern to neighborhood councils and sharing resources and experiences among them; and

WHEREAS, these Regulations, required by the City Charter, will implement the Plan to ensure that the policies, goals and objectives of the Neighborhood Councils system will be achieved;

NOW, THEREFORE,

THE PEOPLE OF THE CITY OF LOS ANGELES DO ORDAIN AS FOLLOWS:

Section 1. Department Responsibilities. In addition to the responsibilities set forth in Article IX of the City Charter and Section 22.801 of the Los Angeles Administrative Code, the Department shall:

A. Assist all groups and stakeholders seeking certification so they will have an equal opportunity to form and develop neighborhood councils by:

1. Providing targeted assistance to stakeholders and areas of the City with traditionally lower rates of participation, subject to resource availability as follows:

(a) to mitigate barriers to participation, such as the need for translation services and child care services; and

(b) to train the stakeholders in forms of community organizing and leadership development.

2. Helping communities understand the process and procedures for establishing a neighborhood council;

3. Providing guidance and training to help in the development of certification proposals; and

4. Identifying opportunities for collaboration between groups interested in certification.

B. Assist neighborhood councils with public education, outreach and training.

C. Coordinate efforts to establish and ensure continued operation of the Early Notification System.

D. Assist neighborhood councils with selecting a method for the election or selection of their governing body.

E. If sufficient funding is made available to the Department, it shall make available to the neighborhood councils:

1. meeting and office space;

2. office equipment;

3. mail and communication services;

4. if requested, technical assistance for a neighborhood council to become a non-profit corporation or to attain tax exempt status; and

5. funding assistance for community projects or special needs identified by certified neighborhood councils, based on specific criteria and processes to be determined by the Department and approved by the Commission.

F. Assist applicants for certification in developing a code of ethics for the proposed neighborhood council.

G. Provide technical assistance and dispute resolution services to applicants, as needed, to gain consensus on a unified certification application.

H. Assist organizing in neighborhood council areas where leadership has not emerged.

I. Facilitate collaboration among stakeholders.

J. Review and Evaluate the Neighborhood Council System.

1. Within one year after the final approval of the Plan and at least once every three years thereafter, the Department shall present a report to the Commission regarding the size and geographic scope of the neighborhood council areas, the economic and demographic conditions of areas without neighborhood councils, and anticipated needs for targeted technical assistance to areas that face obstacles in organizing neighborhood councils.

2. The Commission shall consider this report, may recommend changes to the Plan and/or Regulations to the City Council, may reassess the adequacy of resources available for neighborhood councils and may make recommendations relative to budgeting needs.

3. The Department shall assess neighborhood council boundaries on a periodic basis to ensure that all neighborhoods are represented and that no boundaries result in exclusion of areas for certification.

Sec. 2. Qualification and Criteria for Neighborhood Council Certification. Any group of persons in a community may seek certification as a neighborhood council by presenting an application to the Department that:

A. Includes a boundary proposal and the rationale for the boundary choice, and shows how the boundaries comply with the following Boundary Goal Criteria:

1. The proposed area has a minimum of 20,000 residents. However, areas that have fewer than 20,000 residents may be considered for certification providing they meet the following criteria:

(a) The proposed area is separated from adjacent communities by significant geographic or other features; or

(b) The proposed area is identified by name within any of the adopted community plans within the City of Los Angeles; or

(c) To the extent feasible, the proposed area maintains historic and contemporary community and neighborhood boundaries and includes local City service providers, such as a public library, park or recreation center, fire or police station and school; and

(d) The boundary proposal shows that the membership of the neighborhood council and of its governing body will reflect the diversity of interests in the neighborhood, including non-residential stakeholders; and

(e) The boundary proposal may not be certified unless the Department determines that it will be able to provide the assistance, training, and resources as required in the Plan; and

(f) The boundary proposal shows that the neighborhood council will satisfy all other requirements of the Plan.

2. The boundary proposal identifies the community stakeholder groups in the area and describes the processes used for outreach to stakeholders and involvement of stakeholders in determining the boundaries;

3. The boundary proposal shows that the organizers of the proposed neighborhood council have collaborated with others seeking certification, particularly with adjacent areas to finalize boundaries.

4. Neighborhood council boundaries may overlap with other neighborhood council boundaries, so long as all affected neighborhood councils and the Commission approve the overlap of the boundaries.

B. Includes the following information indicating that the proposed neighborhood council will follow the Criteria for Responsible and Inclusive Community Representation and neighborhood council self-assessment set forth in the Plan:

1. The Mission Statement of the neighborhood council;

2. A copy of the neighborhood council's approved by-laws that include the following information about the proposed neighborhood council, consistent with Article III, Section 4 (b) of the Plan: name; membership, including the method by which its governing body is chosen; a list of the offices of its governing body; the method it will use to address grievances and resolve disputes; and its meeting procedures;

3. Evidence that membership of the neighborhood council will be diverse, inclusive and open to all stakeholders of the community.

4. A description of its system of financial accountability that meets the requirements set forth in Article III, Section 4 (c) of the Plan;

5. A description of the code of ethics the neighborhood council must adopt that meets the requirements set forth in Article III, Section 4(d) of the Plan; and

6. A plan to periodically survey the neighborhood council stakeholders, with the assistance of the Department, in conformance with Article V, Section 1 of the Plan.

Sec. 3. Certification Process.

A. Certification. The Department will review and make an evaluation of the certification application on the basis of all the following criteria:

1. that the application identifies the proposed neighborhood council boundaries based upon the goals set forth in Article III, Section 3 of the Plan;

2. that the application demonstrates the proposed neighborhood council will comply with all local, state and federal laws;

3. that the application demonstrates the proposed neighborhood council will follow the Criteria for Responsible and Inclusive Community Representation, as set forth in Article III, Section 4 of the Plan; and

4. that the application shows that the proposed neighborhood council has collaborated with other groups in the community and worked cooperatively with adjacent community groups to finalize boundaries.

B. The Department will evaluate the certification application based on the criteria set forth above and make a recommendation to the Commission within 60 days of receipt of the application. Before the Commission acts on a proposed certification, the matter shall be set for a public hearing. Notice of the time, place and purpose of the hearing shall be mailed to the applicant and to the community stakeholder groups identified in the application as required in Subdivision 2 of Subsection A of Section 2 of this ordinance at least 21 days prior to the hearing. The Commission shall act on the certification within 30 days after receiving the Department's recommendation, unless the Commission and the neighborhood council applicants agree to an extension of time. The Commission shall make its decision based upon the criteria set forth above in Subsection A of this Section.

Sec. 4. Assessment, Boundary Adjustment, De-Certification and Complaints Concerning Neighborhood Councils.

A. Adjustment of Boundaries. A neighborhood council may file a petition with the Commission to adjust its boundaries. All petitions must meet the criteria set forth in this ordinance and in Article III, Sections 3 and 4 of the Plan. Reasons for boundary adjustments may include, but are not limited to:

1. Including an uncertified adjacent community into the neighborhood council;

2. Incorporating new development projects into the neighborhood council;

3. Reconfiguring the size of the neighborhood council based on a decrease or increase in population; or

4. Reducing the size of the neighborhood council to increase effectiveness and efficiency.

The Department shall review the petition within 30 days of receipt of the petition and make a recommendation to the Commission. The Commission shall consider the recommendation of the Department, review the petition and determine whether the petition meets the criteria of this ordinance and Article III, Sections 3 and 4 of the Plan at a public hearing, noticed as set forth in Section 3 B above, and make its determination within 30 days of the receipt of the Department's recommendation.

B. Complaints Concerning Neighborhood Councils. If the Department receives a complaint of a violation of the Criteria for Responsible and Inclusive Community Representation, including, but not limited to, a violation of open meeting procedures, a failure to comply with the diversity goals of the Plan and/or violations of the code of ethics, the Department shall notify the neighborhood council of these complaints and take steps to resolve the complaint with the neighborhood council. Efforts to achieve compliance with the Criteria for Responsible and Inclusive Community Representation must first be made by the Department prior to initiating an action to de-certify a neighborhood council.

C. Commission De-Certification. If the Department finds that efforts taken pursuant to Subsection B above to bring the neighborhood council into compliance with the Criteria for Responsible and Inclusive Community Representation or applicable local, state or federal laws have failed, the Department may initiate de-certification by recommending to the Commission that the neighborhood council be de-certified.

Before the Commission acts on a proposed de-certification, the matter shall be set for a public hearing. Notice of the time, place and purpose of the hearing shall be

mailed to the official or designated address of the neighborhood council at least 21 days prior to the hearing. The Commission shall act on the de-certification within 45 days after receiving the Department's recommendation, unless the Commission and the neighborhood council agree to an extension of time. The Commission may de-certify a neighborhood council based upon substantial evidence and upon a finding that the neighborhood council has failed to demonstrate the willingness or ability to comply with the Criteria For Responsible and Inclusive Representation or a finding that the neighborhood council is unwilling or unable to comply with applicable local, state and federal laws.

D. Self-Initiated De-Certification.

1. A neighborhood council may file a petition with the Commission for de-certification. A de-certification application must include the following:

(a) Evidence of the processes used for outreach to stakeholders and the involvement of stakeholders in the decision to de-certify;

(b) Evidence that stakeholders in the neighborhood council area have been surveyed on the de-certification application;

(c) Evidence that the neighborhood council's governing body has widely publicized the fact that there is an application for de-certification pending before the Commission in its neighborhood council area; and

(d) Evidence that the neighborhood council took its formal action on the de-certification after giving a 21-day public notice.

2. The Commission shall set the matter for public hearing, noticed pursuant to Section 4 C above, and make its decision on the recommendation within 45 days of receipt of the de-certification application, unless the neighborhood council and Commission consent to an extension of time. The Commission may de-certify a neighborhood council based upon a finding that the evidence set forth in Section D 1 has been shown and a finding that 3/4 of the governing body of the neighborhood council have consented to the de-certification.

Sec. 5. Early Notification System (ENS)

A. ENS Website. The Department may assist the Information Technology Agency in coordinating the development of an ENS website through which information may be made available to certified neighborhood councils by the City Council, its committees, and City boards and commissions.

B. Procedures for Sharing City Information with and Receiving Comment from Neighborhood Councils.

1. Information from the City should be sent to certified neighborhood councils as soon as practical so that certified neighborhood councils are afforded as much opportunity as is practical to provide comment before decisions are made.

2. Certified neighborhood councils may provide comment and feedback to the City Council, its committees, and to City boards and commissions by using the ENS. The neighborhood council may communicate its views either by way of mailed letter, fax, E-mail, or by a representative appearing in person to make a presentation on an item before the City's decision-makers.

Sec. 6. SEVERABILITY. If any provision of this Ordinance or its application to any person, property or circumstances, is found to be unconstitutional or otherwise invalid by any court of competent jurisdiction, that invalidity shall not affect the remaining provisions of this Ordinance or the application of those provisions to other persons, property or circumstances, which can be implemented without the invalid provisions, and, to this end, the provisions of this Ordinance are declared to be severable.

(59480)

Sec. 7. The City Clerk shall certify to the passage of this ordinance and have it published in a daily newspaper printed and published in the City of Los Angeles.

I hereby certify that the foregoing ordinance was passed by the Council of the City of Los Angeles, at its meeting of _____.

J. MICHAEL CAREY, City Clerk

By _____
Deputy

Approved _____

_____
Mayor

Approved as to Form and Legality

_____
James K. Hahn, City Attorney

By _____
GWENDOLYN R. POINDEXTER
Assistant City Attorney

File No. _____

APPENDIX C

CERTIFICATION CHECKLIST

If you wish to certify as a Neighborhood Council, use this checklist to make sure that you have completed the following items in accordance with Article III and Article V, Section 1 of the Plan:

- ☐ Identification of proposed boundaries and the rationale for the boundary selection
- ☐ Documentation of efforts to work cooperatively with adjacent community groups to finalize boundaries
- ☐ Identification of stakeholders in the proposed Neighborhood Council area
- ☐ Documentation of efforts to collaborate with other stakeholder groups in the proposed Neighborhood Council area
- ☐ Mission statement
- ☐ By-laws
- ☐ System of financial accountability
- ☐ Code of ethics
- ☐ Statement to comply with all local, state and federal laws
- ☐ Plan for self-assessment

APPENDIX D

SAMPLE BY-LAWS

GUIDELINES FOR THE 8TH DISTRICT EMPOWERMENT CONGRESS

NEIGHBORHOOD DEVELOPMENT COUNCIL

The Neighborhood Development Council is the basic unit of the Empowerment Congress. Representatives are elected to the Neighborhood Development Council and insure participation and empowerment at every level.

Neighborhood Development Councils identify community concerns and resources, and work with the council office to address local and district wide issues and develop solutions.

Neighborhood Development council members' duties include:

Provide leadership in the neighborhood and assembly;
Plan meetings in conjunction with the council office;
Monitor neighborhood and district-wide issues;
Participate in ongoing projects and events; and attend regularly scheduled monthly meetings.

Neighborhood Development Councils are the only councils whose members are elected.

COMPOSITON OF COUNCILS

Elected Positions

- Chairperson
- Co-chairperson
- Secretary
- two representatives from each neighborhood

Appointed Positions

- four At-Large Representatives

ELECTION PROCESS OF COUNCIL MEMBERS

Qualifications

- live in the Eighth District
- work, attend church or school in the Eighth District
- own a business/property in the Eighth District

Elections

- elections are every two years at an Area Assembly.
- individuals can be nominated by themselves or others; nominations are accepted from the floor.
- each candidate is given time to address the assembly participants.
- Candidates who cannot attend the Area Assembly must communicate their intention to serve if elected; a candidate can hold only one office.

Voter Qualifications

- live in the Eighth District
- work, attend church or school in the Eighth District
- own a business/property in the Eighth District

Vacancies

- a vacancy occurs if a member can no longer serve
- a member may be replaced or removed by a majority vote of the Council for the following:
    1. cannot carry out duties and responsibilities due to time limitations, illness or other obligations.
    2. poor attendance and participation in the Council of Assembly meetings and activities.
    3. hinders the work of the Council.
- A vacancy may be filled by recommendation from the Councilman and approved by the Council.

STANDING COUNCILS

In addition to the Neighborhood Development Councils, the following are the Empowerment Congress Standing Councils:

YOUTH ADVOCACY COUNCIL

The Youth Advocacy Council gives young people a safe and supportive environment in which they can voice their concerns and begin to address issues that effect their lives. The council is a vehicle for accessing government policy-makers and other community stakeholders.

COMMUNITY SAFETY COUNCIL

The mission of the Community Safety Council is to identify, monitor and address the district's public safety issues. In coordination with the council office, members implement programs and projects that work to enhance the quality of life for those who live and work in the Eighth District.

COMMUNITY STANDARDS COUNCIL

Ensuring the health, welfare and safety of the community is the mission of the Community Standards Council. By maximizing all available resources, this council seeks to eliminate activities that infringe upon the rights of others and address concerns of the community.

ECONOMIC DEVELOPMENT COUNCIL

The Economic Development Council's mission is to increase community participation in the area of the district's economic revitalization and development by reviewing specific projects and advising the Councilman on matters of development and land-use planning.

SENIOR ADVOCACY COUNCIL

Identifying, monitoring and addressing issues that impact upon seniors quality of life is the mission of the Senor Advocacy Council. The council is concerned with insuring that seniors have access to resources and services.

ENCINO COMMUNITY COUNCIL BY-LAWS

ARTICLE 1 NAME

NAME: The name of this organization shall be the ENCINO COMMUNITY COUNCIL

ARTICLE II PURPOSE & POLICY

Sec. 1. PURPOSES: The purpose of the ENCINO COMMUNITY COUNCIL shall be:

A. To be the forum for the discussion of community issues.
B. To offer a forum to engage all ENCINO stakeholders to collaborate an
C. deliberate on matters affecting the community
C. To be an advocate for ENCINO to government and private agencies upon those issues where there is broad community agreement.
D. To assist other organizations in ENCINO which want help in accomplishing their objectives or projects, and which the Council desires to support

Sec.2. POLICY: The policy of the ENCINO COMMUNITY COUNCIL shall be:

A. To inform community residents of forthcoming projects.
B. To act as to not interfere with the internal affairs of any individual, group or organization.
C. To aid an individual of a group or organization in the advancement of pursuing whatever community project the individual or the members of the group or organization think desirable.
D. To create a forum to enable any individual or group or organization to speak out on any side of any issue on which the individual or group or organization wants to be heard.
E. To remain non-partisan

ARTICLE III MEMBERSHIP

The ENCINO Community Council ("Council") shall be composed of voting members, constituting the Members of the Board, non-voting members and non-voting advisors. All organizations, businesses and individual residents of Encino shall be eligible for non-voting membership in the Council.

ARTICLE IV MEMBERS OF THE BOARD

Sec. 1. ORGANIZATION

A. The Members of the Board ("Board") shall consist of 22 members.

ARTICLE V VOTING & QUORUM

Sec. 1. QUORUM. No formal meeting shall be held or business conducted or votes take in the absence of a Quorum. A Quorum shall consist of a simple majority of the Board.

Sec. 2. A two-thirds majority vote of the Board Members present shall be required to pass motions which deal with policy matters of the Council. A simple majority of the Board Members present shall be required to pass motions of an administrative nature (e.g., approval of minutes, Treasurer's reports and motions to adjourn).

BY-LAWS FOR A NOT-FOR-PROFIT CORPORATION

ARTICLE I ORGANIZATION

1. The name of the organization shall be [NAME].

2. The organization shall have a seal which shall be in the following form: [DESCRIBE]

3. The organization may at its pleasure by a vote of the membership body change its name.

ARTICLE II PURPOSES

The following are the purposes for which this organization has been organized: [DESCRIBE]

ARTICLE III MEMBERSHIP

Membership in this organization shall be open to all who [DESCRIBE].

ARTICLE IV MEETINGS

The annual membership meeting of this organization shall be held on the _____ day of [MONTH] each and every year except if such day be a legal holiday, then and in that event, the Board of Directors shall fix the day but it shall not be more than two weeks from the date fixed by these By-Laws.

The Secretary shall cause to be mailed to every member in good standing at his address as it appears in the membership roll book in this organization a notice telling the time and place of such annual meeting.

Regular meetings of this organization shall be held [LOCATION].

The presence of not less than _____ (____%) percent of the members shall constitute a quorum and shall be necessary to conduct the business of this organization; but a lesser percentage may adjourn the meeting for a period of not more than _____ weeks from the date scheduled by these By-Laws and the secretary shall cause a notice of this scheduled meeting to be sent to all those members who were not present at the meeting originally called. A quorum as herein before set forth shall be required at any adjourned meeting.

Special meetings of this organization may be called by the president when he deems it for the best interest of the organization. Notices of such meeting shall be

mailed to all members at their addresses as they appear in the membership roll book at least ten (10) days before the scheduled date set for such special meeting. Such notice shall state the reasons that such meeting has been called, the business to be transacted at such meeting and by whom it was called. At the request of _____ (_____%) percent of the members of the Board of Directors of ____.

(_____%) percent of the members of the organization, the president shall cause a special meeting to be called but such request must be made in writing at least ten (10) days before the requested scheduled date.

No other business but that specified in the notice may be transacted at such special meeting without the unanimous consent of all present at such meeting.

ARTICLE V VOTING

At all meetings, except for the election of officers and directors, all votes shall be by voice. For election of officers, ballots shall be provided and there shall not appear any place on such ballot that might tend to indicate the person who cast such ballot.

At any regular or special meeting, if a majority so requires, any question may be voted upon in the manner and style provided for election of officers and directors. At all votes by ballot the chairman of such meeting shall, prior to the commencement of balloting, appoint a committee of three who shall act as "Inspectors of Election" and who shall, at the conclusion of such balloting, certify in writing to the Chairman the results and the certified copy shall be physically affixed in the minute book to the minutes of that meeting.

No inspector of election shall be a candidate for office or shall be personally interested in the question voted upon.

ARTICLE VI ORDER OF BUSINESS

1. Roll Call.
2. Reading of the Minutes of the preceding meeting.
3. Reports of Committees.
4. Reports of Officers.
5. Old and Unfinished Business.
6. New Business.
7. Adjournments.

ARTICLE VII BOARD OF DIRECTORS

The business of this organization shall be managed by a Board of Directors consisting of [#] members, together with the officers of this organization. At least one of the directors elected shall be a resident of the State of _____ and a citizen of the United States.

The directors to be chosen for the ensuing year shall be chosen at the annual meeting of this organization in the same manner and style as the officers of this organization and they shall serve for a term of _____ years.

The Board of Directors shall have the control and management of the affairs and business of this organization. Such Board of Directors shall only act in the name of the organization when it shall be regularly convened by its chairman after due notice to all the directors of such meeting.

_____ (____%) percent of the members of the Board of Directors shall constitute a quorum and the meetings of the Board of Directors shall be held regularly on the [DATE].

Each director shall have one vote and such voting may not be done by proxy.

The Board of Directors may make such rules and regulations covering its meetings as it may in its discretion determine necessary.

Vacancies in the Board of Directors shall be filled by a vote of the majority of the remaining members of the Board of Directors for the balance of the year.

The President of the organization by virtue of his office shall be Chairman of the Board of Directors.

The Board of Directors shall select from one of their members a secretary.

A director may be removed when sufficient cause exists for such removal. The Board of Directors may entertain charges against any director. A director may be represented by counsel upon any removal hearing. The Board of Directors shall adopt such rules for this hearing as it may in its discretion consider necessary for the best interests of the organization.

ARTICLE VIII OFFICERS

The initial officers of the organization shall be as follows:
President:
Vice President:
Secretary:
Treasurer:

The President shall preside at all membership meetings. He/She shall by virtue of his office be Chairman of the Board of Directors. He/She shall present at each annual meeting of the organization an annual report of the work of the organization. He/She shall appoint all committees, temporary or permanent. He/She shall see all books, reports and certificates required by law are properly kept or filed. He/She shall be one of the officers who may sign the checks or drafts of the organization. He/She shall have such powers as may be reasonably construed as belonging to the chief executive of any organization.

The Vice President shall in the event of the absence or inability of the President to exercise her/his office become acting president of the organization with all the rights, privileges and powers as if he/she had been the duly elected president.

The Secretary shall keep the minutes and records of the organization in appropriate books. It shall be her/his duty to file any certificate required by any statute, federal or state. He/She shall give and serve all notices to members of this organization. He/She shall be the official custodian of the records and seal of this organization. He/She may be one of the officers required to sign the checks and drafts of the organization. He/She shall present to the membership at any meetings any communication addressed to him as Secretary of the organization. He/She shall submit to the Board of Directors any communications which shall be addressed to him as Secretary of the organization. He/She shall attend to all correspondence of the organization and shall exercise all duties incident to the office of Secretary.

The Treasurer shall have the care and custody of all monies belonging to the organization and shall be solely responsible for such monies or securities of the organization. He/She shall cause to be deposited in a regular business bank or trust company a sum not exceeding $ _____ and the balance of the funds of the organization shall be deposited in a savings bank except that the Board of Directors may cause such funds to be invested in such investments as shall be legal for a non-profit corporation in this state. He/She must be one of the officers who shall sign checks or drafts of the organization. No special fund may be set aside that shall make it unnecessary for the Treasurer to sign the checks issued upon it. He/She shall render at stated periods as the Board of Directors shall determine a written account of the finances of the organization and such report shall be physically affixed to the minutes of the Board of Directors of such meeting. He/She shall exercise all duties incident to the office of Treasurer.

Officers shall by virtue of their office be members of the Board of Directors.

No officer shall for reason of her/his office be entitled to receive any salary or compensation, but nothing herein shall be construed to prevent an officer or director for receiving any compensation from the organization for duties other than as a director or officer.

ARTICLE IX SALARIES

The Board of Directors shall hire and fix the compensation of any and all employees which they in their discretion may determine to be necessary for the conduct of the business of the organization.

ARTICLE X COMMITTEES

All committees of this organization shall be appointed by the Board of Directors and their term of office shall be for a period of one year or less if sooner terminated by the action of the Board of Directors.

The permanent committees shall be: [DESCRIBE]

ARTICLE XI AMENDMENTS

These By-Laws may be altered, amended, repealed or added to by an affirmative vote of not less than _____ (_____%) percent of the members.

APPENDIX E

THE BROWN ACT

A. The Ralph M. Brown Act – (California Government Code)

1. It is the intent of the Brown Act that local agency actions be taken openly and that their deliberations be conducted openly.
2. "Deliberation" has been defined by the courts to mean "not only collective discussion, but the collective acquisition and exchange of facts preliminary to the ultimate decision.
3. If a Quorum, or majority of a Neighborhood Council governing body is present and they discuss, receive information, or take action on matters within their subject matter jurisdiction, this will constitute a "meeting" under the Brown Act. Also, the courts will not allow an evasion of the Brown Act by making decisions through a series of meetings or telephone calls each of which individually involves less than a quorum, but which collectively, does involve a quorum.
4. Every agenda for regular and special meetings must include a brief description of the matters to be addressed, and, with certain exceptions, no action or deliberation shall be taken on any item not appearing on the agenda. The agenda shall provide an opportunity for members of the public to directly address the body on items of interest to the public that are within the subject matter jurisdiction of the body prior to the consideration of the item.
5. The agenda of a regular meeting is required to be posted 72 hours before the regular meeting in a location that is "freely accessible to members of the public." Notice of a special meeting must be posted at least 24 hours prior to the special meeting.
6. Substantial personal criminal and civil penalties exist for conviction of a violation of the Brown Act. In addition, lawsuits may be brought to declare actions in violation of the Brown Act null and void or to obtain injunctive or declaratory relief.

B. Conflict of Interest Law - The Political Reform Act of 1974
(promulgated by the California Fair Political Practices Commission)

1. If a member of a Neighborhood Council governing body has a conflict of interest, the Political Reform Act may require the member to disqualify himself or herself from making or participating in a governmental decision, or using his or her governing body member position to influence or attempt to influence a governmental decision.
2. The governing body member uses his or her governing body member position to influence a government decision if he/she makes or participates in a decision which will;

a. affect his/her economic interest;

b. materially affect the governing body member's economic interest;

c. affect the governing body member's economic interest so that it will be distinguishable from its effect on the public generally.

3. What does it mean to have "material effect"?

Effect is material if it directly involves:

a. the governing body member's or the governing body member's immediate family's income, expenses or assets (other than real property) affected by $250;

b. the governing body member's source of income is the person applying or subject of decision, or there is a nexus between the decision and the place from which governing body member receives income;

c. the business entity in which the governing body member has investment ($1,000 or more for smaller companies; $10,000 or more for large, publicly-traded companies), or in which the governing body member is an officer, partner or employee, is the person applying or subject of decision; or

d. the governing body member owns property and the decision directly affects the property by changing the legal use of property, taxes, or inclusion in or exclusion from redevelopment area. Certain very generalized decisions are accepted.

e. The ownership interests in real property are material effects if:

    1. The subject property is within 300 feet of the governing body member's property, unless there is no financial effect;

    2. The subject property is more than 300 feet and less than 2,500 feet from the governing body member's property <u>and</u> the effect will increase or decrease the fair market value by $10,000 or more or will increase or decrease the rental value by $1,000 in a 12-month period; or

    3. The decision involves construction of, or improvements to, streets, water, sewer, storm drainage or similar facilities, and the real property in which the governing body member has an interest will receive new or substantially improved services;

    4. There is no subject property from which to measure and the decision will affect the governing body member's property in the amounts specified in Section B, 3.e.2 above.

f. The ownership interests in real property are not considered material effects if:

The subject property is more than 2,500 feet from the governing body member's property; unless there are specific circumstances which show that the decision will affect the governing body member's property in the amounts specified in Section B, 3.e.2 above; and either

aa. Less than 25 % of other properties within 2,500 feet or the governing body member's property will be affected in a similar manner; or

bb. There are less than 10 separately-owned properties within 2,500 feet of the governing body member's property.

4. Section 84308 of the Act requires disqualification of any governing body member from participating in any decision wherein either the person applying for or opponent of a project under consideration was the source of a campaign contribution (or an aggregation of contributions) in excess of $250 which was received by or solicited by the governing body member during the 12 months prior to the Governing body 's decision on the project. This is true whether the contribution is to the governing body member him/herself, or is accepted by him/her on behalf of another. The law also prohibits the governing body member from accepting such a contribution within the 3 months following the making of such a decision.

If you have any additional questions now or during your term on the certified Neighborhood Council governing body, do not hesitate to address them to the Neighborhood Council Coordinator, for his/her referral to the City Attorney's Office-or, regarding Political Reform Act questions, contact the California State Fair Political Practices Commission at (916) 322-6441.

APPENDIX F

PARLIAMENTARY PROCEDURE

WHY DO WE HAVE TO USE PARLIAMENTARY PROCEDURE?

Members and leaders must know parliamentary procedure so they will know how to act in meetings. Many members consider knowledge of parliamentary procedure a requirement of the presiding officer alone. However, the more members who are familiar with correct meeting procedures the more smoothly a meeting can be conducted. As an example: If you were on a baseball team and didn't know the rules, how could you play?

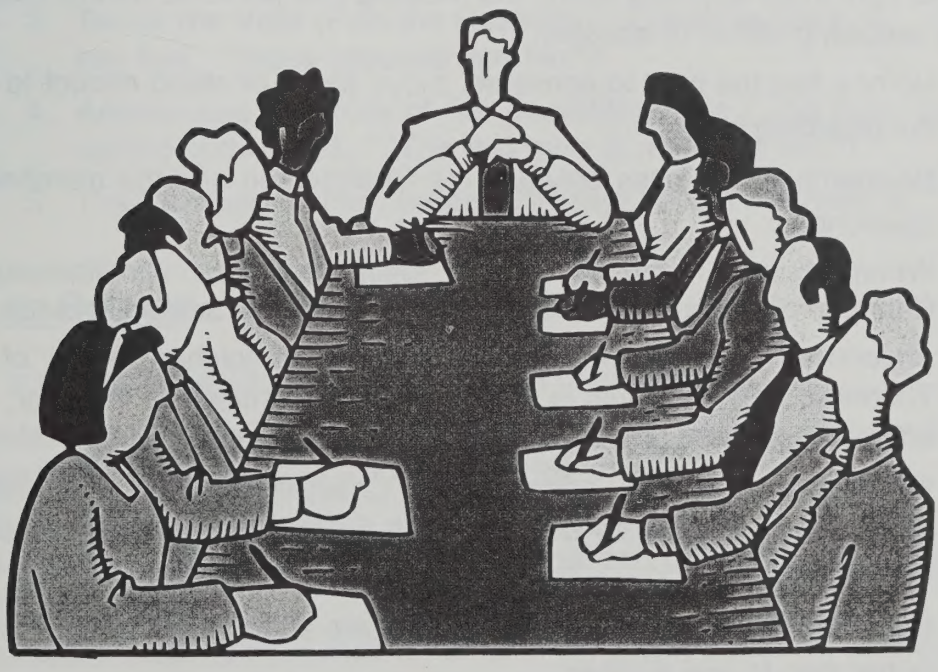
WHAT IS PARLIAMENTARY PROCEDURE?

Parliamentary Procedure is a set of rules for meetings. Rules are needed for meetings just as members of a club, pack, troop, or any other organization have rules to make decisions.

WHAT IS PARLIAMENTARY PROCEDURE USED FOR?

The object of parliamentary law is to expedite the business of an assembly in an orderly manner and to protect the rights of the members.

To assist the Chairperson there is a gavel. The gavel is used to call the meeting to order (one rap), to obtain attention, and to adjourn (one rap).



PRINCIPLES

The underlying principles of parliamentary procedure are:

Order: consider one thing at a time.

Equality: all are equal before the law or rule.

Justice: showing courtesy to all, partiality to none.

Right of the minority: dissenting views must be heard.

Will of the majority: the majority must rule.

PURPOSE OR OBJECTIVE

Parliamentary rules are actually the "rules" of the game for democracy and evolved through centuries of experience.

The purpose of Parliamentary rules is:

1) To expedite business,
2) To maintain order,
3) To ensure justice,
4) To provide equal treatment for all members,
5) To help an organization to accomplish the purpose for which it was formed, and
6) To help the progress of a meeting.

No one has the right to do anything during the meeting that prevents others from seeing or hearing the presiding officer or speaker.

- No one has the right to converse, move about or stand except to address the presiding officer.
- No member may pass between the Chairperson and the member who is speaking.

- When several members rise to claim the floor simultaneously, the Chairperson recognizes one; the others should be seated immediately.
- Anyone who stands waiting until a speaker finishes is out of order. Therefore, this individual is not automatically entitled to the floor, should someone else rise and be the first to address the chair.
- When two members address the Chairperson simultaneously, the Chairperson recognizes one and then calls upon the other as soon as possible.
- Questions from one member to another are addressed through the chair rather than to one another.

PROCESSING A MOTION

It is the responsibility of every member to have a basic knowledge of proper procedure to assist the Chairperson in achieving the will of the assembly.

Definition of A Motion: a formal proposal upon which certain action can be taken. A motion is the means by which all business is introduced in an assembly.

Process of A Motion: a main motion introduces Business.

⇒ Eight steps are necessary to obtain action on a main motion. Two steps involve obtaining the floor - securing the right to speak. Six steps involve actual handling of the main motion.

A. The Member

1. **Rises, Addresses the Chairperson** ("Madam President, Mr. President, Chairperson…")
2. **Awaits Recognition**
3. **Makes Motion** ("I move that ... I move to... I move we...")
4. **A Second** Means that another member interested in this motion agrees to vote on the motion.

B. Chairperson

1. **Restates the Question** ("The Motion is now in order, debatable, and amendable…")
2. **Asks (or Calls) for the Question** ("Are you ready for the question? The debate has ended and it is time to vote.")
3. **Takes the Vote** (Puts the Question "All those in favor of '...states motion', say Aye." "Those opposed, say No.")
4. **Announces the Vote of the prevailing side** ("The Ayes have it, motion carried and we will..." "The Nos have it, motion is lost.")
5. The Chairperson then states: "The next item of business is..."

RULES OF DEBATE

A. It is the responsibility of the Chairperson to enforce the rules.

B. Debate must be limited to the merits of the immediately pending question (germane – pertaining to the subject at hand).

C. The maker of a debatable motion is always entitled to the floor first for the purpose of debate as soon as the Chairperson states the question of the maker's motion.

D. Speakers must address their remarks to the Chairperson, be courteous, and avoid personal conflicts.

E. The maker of a motion may not speak against it, but can vote against it.

F. Each member has the right to speak twice on the same question (motion) on the same day (except Appeal of the Chair), but cannot make a second speech on the same question as long as any member who has not spoken on that question desires the floor.

G. No one can speak longer than ten minutes at a time without permission of the assembly. (If bylaws or standing rules allow a different timeframe, abide by them.)

H. If a member who has the floor for debate allows another member to make an explanation, the time is charged to the one who has the floor.

I. Calling out the "Question" does not stop debate. One must "Move the Previous Question" or "Move to stop debate." (A 2/3 vote is required for adoption.)

MOTION TO AMEND

Definition: The motion to Amend is a motion to change the wording, and within certain limits, the meaning of a pending motion before it is acted upon. It requires a second, is debatable, and requires only a majority vote.

A. An amendment must be **germane (pertaining to the subject at hand)**, closely related to, or in some way involves the question raised by the motion to which it is applied. An amendment cannot introduce a new subject.

B. There are two types of amendments:

1. A **primary** amendment is an amendment to the main motion.
2. A **secondary** amendment is an amendment to the primary amendment.
3. An amendment to the third degree is not permitted.

C. Only one primary amendment and one secondary amendment are permitted at a time, but any number of each can be offered in succession, provided they do not again raise a question already decided.

D. There are four (4) basic processes of an amendment ("I move that we buy a coin box."). They are ***inserting, adding, striking out and substituting***. For example:

1. "I move to amend the motion by ***inserting*** the word 'silver' before the word 'box'."
2. "I move to amend the motion by ***adding***, "at a cost not to exceed $10.00'."
3. "I move to amend the motion by ***striking out***, 'silver'." "I move to amend the motion by ***striking out*** 'silver' and ***inserting*** 'blue'. "
4. "I move to amend the motion by ***substituting*** the following: 'that we buy a used coin box and a small filing cabinet'."

SAMPLE MEETING AGENDA

Call to Order

The presiding officer (Chairperson) stands quietly for a few seconds, taps the gavel once, waits a moment, then says: "The regular meeting of the _____ will come to order."

Opening Ceremonies

The call to order may be followed by a religious or patriotic exercise, or by other opening ceremonies:

- "Please rise." pause
- "The invocation will be given by _____. Please remain standing for the Pledge of Allegiance to the Flag of the United States of America, led by _____.
- (Invocation and Grace are given before the Pledge of Allegiance, and the inspiration is after the pledge.)

Welcome and Introductions

The Chairperson welcomes members and guests, introduces guests at the head table, and may introduce those of rank in the audience.

Roll Call - Quorum

The secretary may do this. If taken aloud, the names are usually recorded in the minutes. The Chairperson announces that a quorum is present.

Minutes

The Secretary will read the minutes of the previous meeting. (Sits while the report is given.)

- Are there any corrections? (Pause)
- If not, they are approved as read.
- If there are corrections:
  ⇒ Are there further corrections? Pause (if so, continue to let them be known.)
- If not, the minutes are approved as corrected.

Correspondence

The secretary may read official correspondence, first stating from whom it was received, and if possible, condensing the information.

Treasurer's Report

- "May we have the treasurer's financial report?" (Sits while the report is given.)
- "Are there any questions? (Questions are directed through the chair to the treasurer.
- "The report will be placed on file."

The treasurer's report is NEVER adopted. It is the auditor's report that is adopted.

"Are there any bills?" (The treasurer reads the bills and may move that they be paid, or any member may make the motion. A second is required.)

Other Reports

The Chairperson sits while reports are given. The Chairperson stands while putting any question to a vote.

Officers

If an officer makes a recommendation in the report, the officer should not move that it be adopted; another member should make the motion.

Standing Committees

The Chairperson checks in advance and calls on, in the order listed in the bylaws, only those who have reports to make. The Chairperson, or reporting members, moves the adoption of a motion or resolution to implement recommendations of the committee. No second is required, unless it is a committee of one.

Special Committees

Only those prepared, or instructed, to report should be called on (in order of their appointment). Some reports are given for information only. If there are recommendations, the same procedure is used as that of a standing committee.

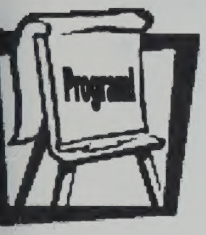
Unfinished Business

The Chairperson always announces the next business in order.

- New business is now in order.
- Is there any new business?

Program

The program can be presented before or after the business meeting, depending on the situation.



- The Chairperson calls on the program Chairperson to present the program. The Chairperson does not turn the meeting over to anyone.
- (The Chair presents the person who will introduce our program this morning, afternoon, or evening)
- The Chairperson is always in control of the meeting.

Further Business

- "Is there further business?" (Additional business is permissible, but members should be encouraged to bring new business at the proper time.

Announcements

The Chairperson makes his/her announcements first, and then asks for other announcements.

Closing and Adjournment

An invitation may be extended to guests to return; a closing thought may be given.

The meeting may be adjourned by general consent, or by a motion and vote of the assembly.

- (The Presiding Officer [Chairperson] leaves the position [standing at lectern, podium, etc.] to verify the meeting has concluded.)
- "Is there any further business to come before the assembly? ... Pause...
- "Hearing none the meeting will be adjourned ... Pause...
- "Hearing none, the meeting is adjourned."
- Rap the gavel once.
- The Chairperson then moves from the place of presiding.

APPENDIX G

PHASE ONE AND TWO ACTIVITY REPORTS AND NEXT STEPS

PHASE ONE ACTIVITY REPORT

The Department of Neighborhood Empowerment (DONE) has been charged with the task of promoting public participation in government and making government more responsive to community needs by creating a Plan for a Citywide System of Neighborhood Councils.

> *"To promote more citizen participation in government and make government more responsive to local needs, a Citywide system of Neighborhood Councils and a Department of Neighborhood Empowerment is created. Neighborhood Councils shall include representatives of the many diverse interests in communities and shall have an advisory role on issues of concern to the neighborhood." (Article IX Sec. 900. Purpose.)*

In Phase One, DONE conducted a massive, citywide outreach effort that involved communities throughout the city in the development of the plan. These efforts included 16 public workshops to provide a forum for public participation.

PURPOSE

The goal of Phase One was to fully involve the public and community stakeholders in the development of the Draft Plan for a Citywide System of Neighborhood Councils. To forward this goal, DONE conducted 16 public workshops to elicit public comment on the Draft Plan for Neighborhood Councils. This section describes the processes and outcomes of Phase One, executed from February through July 2000.

BUDGET AND STAFFING

During Phase One, DONE operated on a partial-year budget for Fiscal Year 1999/2000, beginning in January 2000, totaling $780,000 for all operational, and administrative expenditures. Of this total budget, expenditures specific to Phase One implementation included $132,000 for contractual services (Lee Andrews Group and Catherine Schuster Consulting), $34,000 (Postage), $11,000 (Printing) and $5,000 (Vehicle), totaling $182,000. Approximately 36% of the remaining budget was dedicated to Phase One implementation, not including the $276,000 in staff salaries and personnel services.

Nine staff positions and seven commissioners were allocated for Phase One. Two positions were filled in January 2000, four positions were filled in February 2000, one position filled in June 2000 and two positions (Special Assistant to the General Manager and a Senior Clerk Typist) were on loan from another City Department from February to August 2000.

PHASE ONE PUBLIC OUTREACH STRATEGY

Strategy Development

In order to conduct a comprehensive outreach effort, DONE contracted with the Lee Andrews Group, Inc. (LA Group) (see Appendix G1), a woman/minority-owned Los-Angeles based company that specializes in community outreach. Their services included assisting DONE in organizing the workshops, informing the public of the meetings, and encouraging the public to attend the 16 regional workshops.

LA Group was contracted to carry out 8 tasks:

1. **Development of Outreach Materials**
   LA Group created the initial outreach materials for DONE. These materials included: a slogan designed to capture the intent and spirit of the Charter, an outreach fact sheet, the outreach flyer, translation materials, and outreach badges for staff and volunteers.

2. **Identifying and Securing Regional Sites**
   LA Group and DONE staff created the criteria for selection of sites including central location, free use of facilities, ample parking, community connection, appropriate seating capacity, ADA compliance, and safety.

3. **Site Management and Workshop Logistics**
   LA Group ensured that an on-going and open rapport was established with the management of each site to insure flexibility. LA Group managed the use of the site from pre-workshop preparation, including any logistical concerns, to the complete breakdown and clean-up of the site.

4. **Stakeholder Contact**
   Although stakeholder contact was not LA Group's main focus, they provided approximately 160 additional community business and civic contacts for each workshop mailing from their database.

5. **Database Management**
   LA Group's database was designed to augment the rapidly expanding DONE database. Using GIS mapping, the database was divided into 16 different zones for each workshop in an effort to do regionally concentrated outreach.

6. **Canvassing and Targeted Outreach**
   As part of the outreach strategy, LA Group and DONE staff canvassed specific areas to explain to residents the purpose of the upcoming workshops. The outreach was conducted from four to six days a week, usually beginning two to four weeks prior to each workshop. LA Group also targeted outreach to faith-based institutions.

7. **Media Relations**
LA Group developed a media strategy which included: the creation of a media source list; calendar submissions; day of event faxing and phone calls; meetings with editors and reporters; radio public service announcements (PSA), and radio show appearances by Commissioners and DONE staff.

8. **Status Reports**
LA Group kept the DONE staff well informed of all activities via weekly reports, including outreach for each workshop, faith-based outreach reports, and media reports.

The public outreach strategy was improved throughout Phase One as partnerships were formed with community organizations that had large membership bases. By partnering with long-standing organizations, DONE enhanced its capacity for outreach. Community partners also educated their members as to the purpose of DONE and the goal of Neighborhood Councils.

In total, almost 500,000 flyers were distributed to individuals, schools, community organizations and libraries via mailings and door-to-door canvassing. In addition, a total of 92 presentations were made by DONE and LA Group to various community organizations throughout the City of Los Angeles during the 20-week outreach phase for the public workshops. The outreach for the workshops was successful with an average attendance of 135 people.

COMMUNITY OUTREACH

Outreach began February 14, 2000 for the 16 workshops conducted between March 9, 2000 and July 6, 2000 (see Appendix G2). The goals of this outreach were to 1) meet the requirements of Article IX Section 904 9(a) of the Charter requiring public feedback in the formulation of the Plan for a Citywide System of Neighborhood Councils, 2) create a sense of ownership in the creation of the Plan by community, 3) inform and educate the community about the process and intent of Neighborhood Councils and the Plan, and 4) build relationships with the various stakeholders of the community.

DONE staff and the Lee Andrews Group conducted outreach to the various stakeholders of the Los Angeles community. A special effort was made to outreach to areas with traditionally low rates of civic participation. The city was divided into 16 regions with one workshop conducted per region. DONE staff focused on outreach to stakeholders within a region for four (4) weeks prior to its respective workshop. Outreach methods used by the outreach team included:

1. **Phone Calls** to numerous and diverse stakeholders including, but not limited to, community-based organizations (CBOs), faith-based institutions, schools and parent groups, Neighborhood Watch programs, homeowner groups, tenant associations, local chambers of commerce, small business owners, youth service agencies, senior centers, and well-established neighborhood groups.

2. **Flyer Distribution** was conducted among the above-mentioned agencies and organizations. Agencies were asked to distribute flyers to constituents, and using their various organizing techniques, encourage them to attend the workshops.
3. **LAUSD Schools** within each of the 16 regions were targeted based on proximity to the public hearing sites, and others were randomly selected from the outlying areas. Elementary school students were given flyers to take home to their parents. Since Middle School and High School students were found less likely to forward information to their parents, DONE distributed flyers and facilitated presentations with local parent groups.
4. **Presentations** were conducted at stakeholders' requests, and at the initiation of DONE to community-based organizations such as homeowners associations, faith-based groups, and chambers of commerce.
5. **Door-to-Door Canvassing** was conducted by the outreach team and included face-to-face conversations with stakeholders, an introduction to DONE, encouragement to attend a workshop, and education on Neighborhood Councils. Door-to-Door canvassing was found to be most effective in areas where DONE had previously asked established community groups to provide introductory information about the workshops to their members.
6. ***The Walking Man* Door-to-Door Flyer Delivery Service** was used to augment the outreach effort. The service was assigned a sub-region within each of the 16 regions and instructed to place a flyer on every door. This service did not include any face-to-face contact with constituents.

MEDIA

Objective

The primary media objective was the use of media as a tool to raise public awareness, participation, and support for the 16 regional workshops.

Strategy

DONE worked with Lee Andrews Group (LA Group) to develop a media plan for Phase One which included strategies for press releases, interviews, participation, media announcements, and public interest stories.

To forward this strategy, DONE created a media outlet database to maintain accurate contact information for major media outlets (i.e., print, television, and radio outlets). A second media database was also created for community media outlets (print, television, and cable). Press releases were sent to major and community media outlets to inform the public about Neighborhood Councils and publicize the workshops. Additionally, DONE staff contacted homeowners' associations via phone calls and e-mail to submit the workshop schedule for publication in their newsletters.

Summary

The media strategy effectively generated interest from major and community newspapers. The workshop schedule was published in numerous calendar sections of print media as well as community calendars on local cable channels. According to the final outreach report submitted by Catherine Schuster Consulting (see Appendix G3), 14% of workshop participants heard about the workshops because they "read an article in the newspaper."

Due to a limited budget, all media exposure obtained was free. No budget was allocated to purchase print ads or radio or television spots.

TECHNOLOGY

Technology played an important role in disseminating information to the public during the Phase One activities. DONE designed, developed, and implemented a Web site, www.lacityneighborhoods.com, on the Internet to announce Phase One activities. Web contents included: DONE's mission, goals and objectives, workshops and Commission meeting dates, times, and locations. Additionally, the web page provided various links to help the public learn more about the creation of Neighborhood Councils. Also during this phase, the DONE database was designed, developed, and implemented. The database was used to store stakeholders' names, addresses, and other pertinent data from various sources. The database was used as a primary source of DONE mass mailings, identifying key community stakeholders, and public outreach partners. DONE also established an e-mail address (done@mailbox.lacity.org) to allow the public to communicate electronically with staff.

PROFILE OF THE WORKSHOPS

Purpose and Goals

From March 9, 2000 thru July 6, 2000, DONE and the Commission sponsored 16 regional public workshops throughout the City of Los Angeles. The workshops were designed to elicit public comment from as many Los Angeles residents as possible on the development of the First Draft for a Citywide System of Neighborhood Councils.

Methodology

DONE contracted with Catherine Schuster Consulting and Facilitation Consultant Estela Lopez (see Appendix G3) for co-development and facilitation of the workshops.

1. Locations

The 16 regional workshop areas were chosen based on the 36 Community Planning Areas which were combined to create 16 distinct workshop areas. The locations were chosen according to the following criteria:

- Central to the residents living within the specified area
- Space to accommodate hundreds of community members
- Ample parking facility
- Handicapped access
- Various other amenities necessary for community comfort (restrooms, drinking water, temperature control, etc…)

2. Attendance

More than 2,150 people attended the 16 workshops across the City, and over 78% (1,684) completed the workshop questionnaire answering the key questions regarding the establishment of Neighborhood Councils, and adding feedback on the development of the Draft Plan. Average workshop attendance was 135 participants.

3. Workshop Agenda

All of the 16 workshops adhered to the same agenda and methodology to insure consistency in participation across the City.

The basic meeting agenda included the following elements:

A. Introduction – Each workshop was opened by a Commissioner, Rosalind Stewart (DONE General Manager), and Catherine Schuster, Principal of Schuster Consulting. A brief introduction of DONE and the Commission was given, and the purpose and goals of the workshops and the schedule for the evening were explained.

B. Small Groups – In 14 workshops, participants were split into small groups to insure greater participation, and promote the most participation possible from non-English speaking participants. (In two workshops, participants requested to conduct discussions as a large group.)

- In each small group, participants were asked to complete one questionnaire on the level of service received from the City of Los Angeles, and a second on how they came to participate in the workshop.
- Participants were then given a series of discussion questions to answer on comment sheets. The questions addressed the three major topics vital to the development of the Plan including; defining Neighborhood Council boundaries, organization of Neighborhood

How Comment is Addressed in First Draft

Public comment from the workshops was reported verbatim in the Schuster final report. Public comment via e-mail to DONE was forwarded to staff and Commission as it was received. Consultant Kevin Scott crafted an initial draft of the plan that reflected public comment in the Schuster report and comments from staff regarding major issues raised in e-mail and other public correspondence with DONE. The DONE staff and Commission revised Scott's initial Draft to include the evolving concerns of the public. The First Draft of the Plan for A Citywide System of Neighborhood Councils was released on September 12, 2000.

Many of the comments received via email and through DONE staff were directly related to those received in the public workshops and can be fit into the broad categories of comment garnered from the workshops.

Boundaries - Participants expressed a general concern about how boundaries for Neighborhood Councils would be established taking into account diversity among communities across the city. The other major concern of workshop participants was the establishment of boundaries that were either too small to be inclusive, or too large to be effective. In direct response to these concerns, the First Draft Plan outlines basic principles for establishing boundaries, which include:

- A minimum of 25,000 residents per council area as well as a diverse range of non-residential stakeholders to address issues of inclusiveness.
- A mandate that boundaries seek to maintain the historical and contemporary community to the maximum extent feasible to insure that the integrity of older "historic" communities is maintained.
- A process that requires those individuals and entities seeking to establish Neighborhood Councils provide a rationale for their choice of boundaries.
- An appeal process which allows stakeholders an opportunity to petition for boundary adjustment, and requires DONE and the Commission to reassess all initial boundaries within two years of the first Neighborhood Council certification.

Neighborhood Council Success Factors - Participants expressed concerns in regard to obtaining organizing assistance for those with minimal organizing experience, balancing contrasts between apathy and activism across the city and within established communities, and insuring inclusiveness and diversity among Neighborhood Council participants. Again, in direct response to community feedback, DONE included several provisions in the First Draft Plan which address community concerns in this category:

Councils, and how to best insure the success of Neighborhood Councils.

- Participants were then encouraged to share their responses and engage in discussion on the three topics.

C. **Next Steps and Workshop Conclusion** – Participants were asked to reassemble for a brief discussion of the next steps in the Draft Plan development process, and thanked for their participation.

SUMMARY OF PUBLIC COMMENT

The following are the overall findings from the discussions and questionnaires from all 16 workshops. The findings represent common themes across the workshops.

Issues

- **Boundaries -** Common concerns expressed by workshop participants included issues related to size, integrity of boundary areas, population size as it related to effectiveness of council activities, using neutral and easy to identify landmarks as boundaries, the reflection of common areas of concern and or interest, and the possibility of combining diverse groups who may or may not share common interests.

- **Organization of Neighborhood Councils -** Workshop participants discussed the organization of Neighborhood Councils in response to discussion questions related to size and structure, representation of stakeholders, selection of leaders, and goal setting. Common themes among workshop participants included: insuring that those with minimal organizing experience receive help in organizing their communities, addressing issues of how apathy (lack of interest in organizing within specific areas) and activism (well-established community organizing efforts in the same or adjacent areas) will collaborate, outreaching to those stakeholders most difficult to reach (due to barriers such as language, lack of transportation, safety concerns, or the need for childcare), and diversity in stakeholder participation and leadership per Neighborhood Council area.

- **Neighborhood Council Success Factors -** The third topic discussed by workshop participants was the success of Neighborhood Councils. Participants described two primary ways of assessing the success of Neighborhood Councils: internal success (i.e. effective organization of the Neighborhood Councils themselves) and external success as it relates to the support required from the City of Los Angeles agencies and departments.

The First Draft Plan clearly states that DONE will provide certified Neighborhood Councils with:

- outreach, education, and organizing assistance with a particular focus on those communities with traditionally lower levels of civic participation,
- the *Criteria for Responsible and Inclusive Community Representation* to insure inclusiveness and diversity, and
- further criteria, which require Neighborhood Councils to demonstrate a way of insuring diversity through open outreach and recruitment processes.

Organization of Neighborhood Councils - Community members felt that the success of Neighborhood Councils would depend upon two factors: the development of an internal structure for each council and the external support Neighborhood Councils will receive from other departments within the City.

DONE requires that all those seeking to certify as a Neighborhood Council adhere to the *Criteria for Responsible and Inclusive Community Representation* as an outline for the formation of internal structures, which included the following elements:

- mission statements for each council
- by-laws which outline internal structure of each council
- a system of financial accountability
- a system wherein Neighborhood Councils will communicate with stakeholders
- a code of ethics

The matter of external support is being addressed by the creation of the Early Notification System (ENS), which will provide all Neighborhood Councils with:

- access to a computer, and to the Internet, and technical training, and
- relevant information from City Council, City Council Committees, City boards and commissions that will be transmitted via an ENS website or subscription to electronic mail notification.

PHASE TWO ACTIVITY REPORT

Upon completion of Phase One, the Department of Neighborhood Empowerment (DONE) created the First Draft Plan for a Citywide System of Neighborhood Councils. During Phase Two, DONE conducted public hearings throughout the City gathering public comment to assist in the revision of the First Draft Plan.

PURPOSE

The goal of Phase Two, as in Phase One, was to fully involve the public and community stakeholders in the ongoing development and revision of the Draft Plan for a Citywide System of Neighborhood Councils. To forward this goal, DONE conducted 15 public hearings, and one hearing at the request of stakeholders in the Harbor Gateway area, to elicit public comment on the Draft Plan. This section describes the processes and outcomes of Phase Two, executed from September through December 2000.

BUDGET AND STAFFING

Phase Two commenced with the budget for Fiscal Year 2000/2001, totaling $2,105,778. Of this total budget, expenditures specific to Phase Two implementation included the following:

Child Care	$ 1,500
Court Reporter	$ 10,000
Mailing Services	$ 15,000
Media/Advertising	$ 9,000
Misc. charges	$ 5,000
Plan Consultant	$ 37,500
Printing	$ 35,000
Salaries/Overtime	$270,000
Translation	$ 12,000
Vehicle/Transportation	$ 7,000
TOTAL (est.)	**$402,000**

It is estimated that an additional $75,000 in mailing and printing expenditures will be required to complete Phase Two in order to print and mail the recommended Plan upon its submission to City Council. With the completion of this additional mailing, approximately 23% of the overall budget (excluding salaries) will be dedicated to the implementation of Phase Two.

During the six-month period of preparation for Phase Two implementation, 7 commissioners and 17 staff positions were allocated and filled. Eight Project Coordinator positions were dedicated exclusively to accomplish outreach, training and education for the public hearing process. All 17 staff members assisted in staffing the public hearings, responding to mail and telephone inquiries, and all other attendant operational and administrative components associated with the public hearings.

(Approximately 550 overtime hours were necessary during this time period to complete the citywide outreach effort.)

PUBLIC PROGRAM AND OUTREACH OBJECTIVES

The outreach strategy developed in Phase Two differed from Phase One. In Phase One, communities were encouraged to attend general workshops, and give general comment on the concept of Neighborhood Councils. Phase Two required outreach to generate participation in public hearings, which were significantly more structured and formal than the workshops, and required specific public comment on the First Draft Plan. Therefore, DONE created an educational component, learning sessions, in Phase Two as a way to distribute the First Draft Plan to community members, educate them on the contents, and encourage them to participate in public hearings.

Phase Two outreach was coordinated with regard to City Council Districts rather than Community Planning areas because, in Phase One, partnerships with Council Districts were found to be an effective means of reaching out to communities.

Unlike Phase One, no consultants assisted in the strategy development, facilitation of public hearings, or outreach during Phase Two. Community partnerships developed in Phase One formed the basis of the outreach strategy.

Outreach Goals

1) **Gather Public Feedback** - Public feedback was developed through public hearings, and learning and briefing sessions. In order to gather this information, DONE worked to:

    a) educate stakeholders about Neighborhood Councils, and the role and purpose of DONE,

    b) support community members interested in participating in hearings or addressing comment to the Commission, and

    c) encourage community members to attend public hearings and make community participation a reality.

To further these objectives of education, preparation, and encouragement, the entire DONE staff employed the following strategies:

- **Distribution of Outreach Materials**
  The project team distributed flyers and posters advertising learning sessions and public hearings, and distributed copies of the First Draft Plan. Flyers were distributed to community-based organizations, non-profit organizations, schools, faith-based institutions, council offices, libraries, parks and recreation centers, community centers, and neighborhood groups throughout the City, and announcements were posted along major business corridors.

- **Education and Preparation of Community Members**
  Learning sessions, presentations, and briefing sessions were developed to familiarize communities with the First Draft Plan, answer initial questions, and help them prepare any questions or comments for the public hearings.

  Prior to the public hearings in each District, learning sessions and presentations were held. These sessions were designed to thoroughly explain the First Draft Plan, the role of DONE, and the process for creating Neighborhood Councils. During these meetings, community members were strongly encouraged to attend the public hearing in their area.

  Briefing sessions were conducted immediately before the public hearings to ensure that participants who wished to address the Commission were prepared to give public testimony on the Draft Plan.

- **Concentrated Outreach**

  The DONE project team conducted outreach for the public hearings utilizing a "roll-out" strategy whereby outreach in a given target area was conducted one week prior to a public hearing. Outreach methods included one-to-one stakeholder contact (phone banking), mass e-mail bulletins and mailings to the DONE database (over 25,000 entries), meetings with community leaders, presentations and learning sessions with community groups.

  After the first five hearings yielded fewer participants than desired (38 on average), the outreach effort was shifted from a one-to-one approach (one project coordinator per area) to a concentrated approach wherein the entire project team focused outreach to a single area before each public hearing. The average number of participants per hearing increased to 59 after employing the more concentrated outreach approach (see table 1).

Table 1 (Public Hearings)

Date	*Site*	*Total Attendance*
9/20/00	Crenshaw Christian Center	40
9/21/00	Felicia Mahood Senior Center	27
9/23/00	St. Sophia's Cathedral	29
9/26/00	St. Nicholas Greek Orthodox Church	43
9/28/00	Our Lady of the Valley Church	52
10/5/00	Sunland/Tujunga Municipal Building	28
10/7/00	Logan Street Elementary School	84
10/10/00	Harbor College, Seahawk Center	68
10/12/00	Mar Vista Recreation Center	83
10/14/00	El Sereno Middle School	41
10/19/00	Bancroft Middle School	52
10/21/00	Jefferson "New" Middle School	44
10/24/00	H.E.L.P. Group Center	62
10/26/00	L.A. Center for Enriched Studies	91
10/28/00	Pacoima Middle School	35

In total, over 200,000 flyers (see Appendix G4) and 73,000 draft plans (see Appendix G5) were distributed to community organizations, individuals, educational institutions, faith-based institutions, businesses, city agencies and the media throughout the nine-week outreach effort for Phase Two. DONE staff conducted 28 presentations (see Appendix G8) and 40 learning sessions from September to October 2000, in which over 715 stakeholders participated (see Appendix G6, G7).

2) **Build Upon Community Partnerships –** The second goal of Phase Two was to build upon the community partnerships created during the outreach for Phase One. During Phase One, DONE staff worked to cultivate and nurture relationships with community organizations. These relationships played a vital role in the distribution of outreach materials and in the coordination of learning sessions and presentations during Phase Two (see Appendix G8).

   Relationships with new community partners were also created during Phase Two as a result of a City Council action. The City Council requested that DONE establish an advisory group to ensure that DONE receives ongoing advice from community leaders who organize communities professionally relative to hiring, training, and other issues. The advisory group known as the Public Outreach Advisory Group (POAG) identified objectives that took the immediate and long-term needs of DONE into consideration. During Phase Two, POAG participants agreed to:

   - Advise DONE regarding public outreach opportunities and suggestions;
   - Disseminate information to their constituencies and geographic areas of interest;
   - Act as a conduit for DONE by educating and mobilizing their respective communities in relation to the First Draft Plan and subsequent documents regarding the creation of a Citywide System of Neighborhood Council;
   - Submit public feedback from their relative communities regarding the First Draft Plan and subsequent documents regarding the creation of a Citywide System of Neighborhood Councils; and
   - Inform DONE of opportunities to present the First Draft Plan to groups in their community.

   One long-term and ongoing objective of the POAG was identifying strategies for organizing Neighborhood Councils and evaluating their effectiveness. The POAG briefly discussed the need to look at assisting communities in organizing for certification, but agreed that it was too early to address this issue. DONE anticipates working closely with POAG on organizing strategies following the adoption of the Plan for a Citywide System of Neighborhood Councils.

3) **Target Areas of Low Civic Participation -** The third goal of Phase Two was to begin the process of targeting areas of low civic participation. In order to provide an opportunity for participation in all areas of Los Angeles, DONE held learning sessions and a public hearing in every Council District. The project team worked

with City Council field offices to identify public hearing sites that were accessible to communities within each District with typically lower rates of civic participation. Free childcare was provided at 7 of the 15 hearing sites. All hearings were accessible via public transportation and translation services were provided.

The project team focused its outreach in the areas immediately surrounding the public hearing sites. Additionally, the project team sought assistance from the City Council field offices to identify and outreach to community-based organizations that work with constituents from communities with historically lower rates of civic participation.

DONE staff emphasized media outreach to targeted areas and communities. Over 100,000 flyer inserts were distributed in the Daily News and La Opinion newspapers combined, and public hearing advertisements were placed in selected community newspapers such as The Wave, The LA Watts Times, The Argonaut and LA Independent (see Appendix G9).

MEDIA

Objective

The primary objective of media during Phase Two was to inform communities about dates, times, and locations for the public hearings in an effort to ensure public comment from a wide range of stakeholders while putting special emphasis on areas of low civic participation.

A secondary objective of media during Phase Two was to utilize community-based media outlets to notify stakeholders that the First Draft Plan was being circulated for public comment.

The third objective of media during Phase Two was to educate stakeholders about the purpose and goals of DONE.

Strategy

The overall media strategy was to utilize all resources and contacts in a sequenced media campaign in order to reach all areas within the City of Los Angeles by:

- disseminating press releases and media advisories about time, location and purpose of public hearings to citywide newspapers as well as community based media outlets,
- inviting and encouraging media contacts to attend public hearings,
- airing radio public service announcements to announce the public hearing dates and locations,
- soliciting and facilitating radio interviews for staff and the Commission, and
- distributing op-ed pieces written by the Commission to mass and community-based media.

Summary

Purchasing advertisements, which served to inform the community about scheduled public hearings, was an effective means of disseminating information. DONE purchased ads in 17 local newspapers and had flyer inserts in 2 major newspapers (see Appendix G9). In addition, DONE developed a citywide key community leaders list, arranged editorial board meetings, held a press briefing for local community news organizations, and developed press kits that were mailed to over 300 media outlets. Exposure was also gained through the airing of 7 of the 15 public hearings on Channel 35.

TECHNOLOGY

The DONE website (www.lacityneighborhoods.com) was redesigned to reflect the activities of Phase Two and to ease navigation around the site.

1. Links

The DONE Home Page served as an introduction to the DONE website. It announced the availability of the First Draft Plan for a Citywide System of Neighborhood Councils, public hearing schedules and the DONE mission statement.

The Neighborhood Council Draft Plan link served as the connection to the First Draft Plan for a Citywide System of Neighborhood Councils documents (html and pdf format). Supplemental information to the Plan and an online survey form was also provided.

The Briefing Sessions and Public Hearings link explained the purpose of the briefing sessions and public hearings, provided additional links to public hearing schedules and locations, the information booklet, the flyer and an overview of (the) timetable for developing the Neighborhood Council Plan 2000-2001.

The Learning Sessions link described the purpose of learning sessions, their curricula and contact information for organizations who were interested in sponsoring a learning session in their area.

The Public Outreach Advisory Group (POAG) link introduced the POAG, explained its purpose and mission, and announced meetings.

The Board of Neighborhood Commissioners link announced the Commission's meeting dates, locations, agendas and minutes.

The Biographies of Commissioners and Staff link provided biographies of the Commission and DONE staff.

Related Links included links to the City of Los Angeles Services and City Home Page, the Neighborhood Participation Project, and postings of the DONE Budget Summary 2000-2001, City Charter and Ordinance.

The "Contact Us" link provided the public with the DONE Main Office and Field Offices locations provided by maplink, phone numbers and e-mail addresses.

2. Web Hits

There were 6500 hits from September 12 to November 30, 2000.

3. Partnership with Neighborhood Link (www.neighborhoodlink.com)

DONE collaborated with Neighborhood Link to link and advertise the DONE website to other community partners in the City of Los Angeles.

4. Search Engines

DONE also advertised its website link on various Internet search engines, including MSN, Google, Excite, AltaVista and others, to allow the public to locate the site through Internet searches using keywords like "neighborhood," "empowerment," and "neighborhood council."

The DONE Contact Database

The DONE contact database is a collection of stakeholders' mailing addresses, work and organization information, affiliations, and other pertinent data. In the beginning of Phase Two, the database was a collection of more than 25,000 records, which were used primarily for mass mailings, fax, and e-mail broadcasting. It was also used to identify the media, public outreach partners, and key community stakeholders.

PROFILE OF PUBLIC HEARINGS

A. Locations

A public hearing location was identified in each one of the 15 Council Districts, and an additional hearing in the Harbor Gateway area at the request of Harbor Gateway stakeholders. The hearing sites were chosen based on these criteria:

- Central to the residents living within the specified area
- Space to accommodate over one hundred participants
- Ample parking facility
- Handicapped access
- And various other amenities necessary for community comfort (restrooms, drinking water, temperature control, etc…)
- Accessible by public transportation
- Space available for childcare (7 of the 15 hearings)
- Facilities for translation services

B. Attendance

There were a total of 779 participants for the briefing sessions and public hearings, and an average of 52 participants per hearing.

C. Hearing Format

Public hearings took place within the context of Commission meetings, and the agenda followed the format of a Special Meeting agenda. Each meeting included an introduction and overview of the development of the First Draft Plan and a public comment period. Meeting attendees were required to register and sign in upon arrival. Attendees who wished to give public testimony were required to fill out a "request to speak" card. The Commission President, or Chair, asked each participant who had submitted a card to come forward and give his/her testimony. All public comment was recorded and transcribed by a court reporter. A summary of public comment was also recorded in Commission meeting minutes, which were compiled and circulated to the Commission and DONE staff by the Commission Executive Assistant within a week of each meeting.

SUMMARY OF PUBLIC COMMENT

The following issues were made evident by the public outreach process.

Major Issues

- **Minimum Number of Residents** – A majority of participants expressed concern that a minimum of 25,000 residents for certification is too large a number. They cited diversity issues, unwieldiness, and the loss of true "neighborhood" councils as reasons to decrease the minimum.

- **Funding** – Major concerns included funding equality and distribution, the process for obtaining funds through the City or Department, when funds would become available to councils, and the long-run security of funding.

- **Certification Authority** – Participants expressed concern that giving certification approval authority to one person (General Manager) left too much discretion to that position.

- **Overlapping Boundaries** – Many participants weighed-in on both sides of this issue. Some expressed concern that overlapping boundaries would be confusing, while others thought it helped to maintain the organic nature of communities and neighborhoods.

ADDRESSING COMMENTS IN THE RECOMMENDED PLAN

Members of the Commission attended the 15 public hearings (7 hearings were concurrent Commission meetings requiring at least 4 Commissioners in attendance). Thus, Commissioners had first-hand knowledge of public comment. Minutes were produced from all the hearings and distributed to the Commission. Through bi-weekly meetings, the Commission and DONE staff revised the First Draft Plan to reflect the major issues raised at the public hearings and the individual testimony of community members. Other public comment was provided by the project team, which submitted reports to the Commission from learning sessions conducted with communities in preparation for public hearings.

The following section takes each major issue and discusses how public comment impacts the recommended Plan:

- **Minimum Number of Residents** – A significant amount of public comment focused on the minimum number of residents' requirement in the First Draft Plan. Many citizens thought this number was too large to be an effective council and forced large areas to organize that did not share any interests or sense of community. The First Draft Plan stated in section 5.1.2.1: *"Neighborhood Council areas will be comprised of a minimum of 25,000 residents and a diverse range of non-residential stakeholders."* In direct response to public testimony, this section was amended in the recommended Plan, Article III, Section 3:

(c) ***Principles for Identifying Neighborhood Council Boundaries*** *-- The inaugural Neighborhood Council area boundary shall be the limits of the City of Los Angeles. An application for certification of a Neighborhood Council shall include a proposal for the establishment of new boundaries in accordance with the following principles:*

(i) Neighborhood Council areas will be comprised of a minimum of ***20,000*** *residents and a diverse range of non-residential stakeholders. Areas that have less than* ***20,000*** *residents may be considered for certification providing they meet the following criteria:*

(A) *The proposed area is separated from adjacent communities by significant geographic or other features; or*

(B) *The proposed area is identified by name within any of the 36 adopted Community Plan Areas of the City Planning Department; or*

(C) *The proposed area represents a historic, identifiable neighborhood or community and includes local City service providers such as a public library, park or recreation center, fire or police station and a public school; and*

(D) *The certification application must satisfy all other requirements of the Plan, including but not limited to reflecting a diversity of interests, which include non-residential stakeholders; and*

(E) *Notwithstanding the above, certification of a Neighborhood Council's proposed area that is comprised of less than 20,000 residents shall not be approved unless a finding is made that DONE will be able to provide the assistance, training, and resources as required in the Plan.*

- **Funding** – The form of funding DONE, or the City, should provide was a major concern. The majority of participants agreed that communities should have discretion over their funding. Some community members saw cash grants as too restrictive due to the rigorous accounting measures required. Others indicated that without DONE support, they would not be able to carry out their function as a neighborhood council.

In response to funding concerns, language was added to the draft (Article VI, Section 12 –14) to direct DONE to:

12. *Provide operational support subject to available funding for, but not limited to, the following:*
    - *Meeting and office space*
    - *Office equipment*
    - *Mail and communication*

13. ***Fund Projects/Special Needs.*** *If sufficient funding is allocated to DONE for community projects or special needs, DONE may fund projects or special needs identified by certified Neighborhood Councils based on specific criteria and processes to be determined by DONE and approved by the Commission.*

14. ***Assure Equal Opportunity to Form and Develop Neighborhood Councils****. DONE shall aid groups and stakeholders seeking Neighborhood Council certification by:*

    (a) *Providing targeted assistance to stakeholders and areas of the City with traditionally lower rates of participation, subject to resource availability, as follows:*

        (i) *Assistance with mitigating barriers to participation, such as the need for:*
        - *translation services*
        - *childcare services*

        (ii) *Capacity-building training in the form of*
        - *community organizing*
        - *leadership development*

(b) Helping communities understand the process and procedures for establishing a Neighborhood Council;

(c) Providing guidance and training to aid in the development of the certification proposal; and

(d) Identifying opportunities for collaboration between groups and stakeholders interested in certification.

- **Certification Authority –** Participants expressed concern that giving certification approval authority to one person (General Manager) left too much discretion to that position. Suggestions were made to make the Commission responsible for that final approval to decrease subjectivity. In response to this concern, the Plan directs the Commission to give final approval on certification.

- **Overlapping Boundaries –** Participants were concerned with the First Draft Plan rule to allow "overlapping boundaries where two or more Neighborhood Councils share use of neighboring commercial or public resources." Some believed this would cause confusion as to which Neighborhood Council had jurisdiction over an area, while others thought it would preserve the integrity of neighborhoods and communities. Overlapping is not expected to be the norm as Neighborhood Councils form. The current rule requires that, should Neighborhood Councils wish to overlap, all affected Councils must approve. The current Plan rule was amended to require the Commission to approve overlapping Neighborhood Council boundaries, as well. This approval process should ensure that, when the case arises, neighborhoods will be able to decide for themselves whether or not to overlap boundaries and, if a disagreement arises, the Commission will be able to settle disputes.

NEXT STEPS

From January to July 2001, while the City Council is deliberating on the recommended Plan for a Citywide System of Neighborhood Councils, DONE will continue to:

1) conduct outreach to stakeholders via phone calls, e-mail and mailings
2) deliver educational presentations to community groups regarding Neighborhood Councils
3) aid groups and stakeholders seeking Neighborhood Council certification by:
    a) providing targeted assistance to stakeholders and areas of the City with traditionally lower rates of participation, subject to resource availability;
    b) helping communities understand the process and procedures for establishing a Neighborhood Council;

c) providing guidance and training to aid in the development of the certification proposal; and

d) identifying opportunities for collaboration between groups and stakeholders interested in certification.

4) work with the Information Technology Agency and other City Departments regarding the creation of the Early Notification System.

APPENDIX G1

THE LEE ANDREWS GROUP INC. OUTREACH REPORT

CITY OF LOS ANGELES DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT (DONE)

Community Outreach for Organizing Regional Workshops Final Report

Final Outreach Analysis

By

Lee Andrews Group, Inc.

July 31, 2000

Here is a snapshot of the participation at all of the meetings which is a great start to this momentous effort – democratizing City Hall:

Workshop 1	Westlake/Korea Town	250
Workshop 2	Westside	127
Workshop 3	Silverlake/Echo Park	219
Workshop 4	Chatsworth/Northridge	103
Workshop 5	Baldwin Hills/Crenshaw/South LA	159
Workshop 6	San Pedro	131
Workshop 7	Mission Hills/Panorama City	39
Workshop 8	Wilshire/Hollywood	187
Workshop 9	Westchester/Venice	118
Workshop 10	Northeast	144
Workshop 11	Arleta/Pacoima/Sunland Valley	108
Workshop 12	Central City/CC North/ Westlake	108
Workshop 13	Canoga Park/Tarzana	103
Workshop 14	Southeast Los Angeles	69
Workshop 15	Sherman Oaks/Studio City	140
Workshop 16	Boyle Heights	149

DONE has a solid foundation with a database of over 3500 residents and CBO's to continue its efforts to include more people in the process.

This document is intended to provide outreach insights, to give a blueprint as to the process, things that worked and to make suggestions for the future. For more detailed information please read the attached weekly status reports. The collaborative effort of DONE and the LA Group has succeeded in spreading the word about the developing efforts to organize neighborhood council's in the City of Los Angeles.

EXECUTIVE SUMMARY

In June of 1999, the citizens of Los Angeles voted unanimously to reform the City's 75 year old Charter. One important aspect of Charter Reform was to create a Citywide system of Neighborhood Councils throughout the City of Los Angeles. The mission of these councils is to promote more public participation in government and make government more responsive to local needs. In December of 1999, the Department of Neighborhood Empowerment (DONE) was established to create the "Plan" for a Citywide system of neighborhood councils, and to offer education, training and support to neighborhood councils once they are established.

DONE's first goal is to submit a plan detailing the creation of Neighborhood Councils to the Los Angeles City Council by the December of 2000. In order to accomplish this goal, DONE has established a three phased process to complete the "Plan" prior to its submission to the City Council.

Phase I	March – July	16 Regional Workshops Throughout the City of Los Angeles
Phase II	July – September	Write Plan
Phase III	October	Public Review of Draft Plan
Phase IV	December	Submit Plan to City Council

In order to complete Phase I, DONE contracted with the Lee Andrews Group, Inc. (LA Group) a woman/minority owned, Los Angeles based company, which specializes in community outreach, to assist the Department in organizing the workshops, informing the public of the meetings, and motivating the public to attend the 16 Regional Workshops.

The outreach for the workshops was extremely successful with an average attendance of 135 people. DONE and the LA Group collaborated as a cohesive unit to involve and motivate the public. The methodology and the effectiveness of the outreach efforts including mailers, face to face meetings, targeted door-to-door canvassing, phone calls and implementation of community partnerships, are documented in weekly status reports that were submitted to the Department's Commissioners.

TASK #1: DEVELOPMENT OF OUTREACH MATERIALS

- **Objective**

  The Lee Andrews Group (LA Group) was tasked to draft and write the initial outreach materials for the Department.

- **Deliverables / Approach**

  - **Slogan:**
    - ✓ Creation of the branding slogan for the public workshops, "Your Voice, Your Neighborhood, Your City."

      This slogan was found to capture not only the intent of the Charter, but also its spirit.

  - **Outreach Piece (Fact Sheet):**
    - ✓ The fact sheet was used to give a quick insight into the purpose to the workshops, logistics information and the basic goal of DONE
    - ✓ Prompt creation of three prototype drafts of outreach pieces occurred with the slogan as the centerpiece. DONE was then able to select the outreach piece that most suited their taste and desired functionality. LA Group not only drafted the design of the Outreach pieces but wrote the initial copy for this piece freeing up DONE to act as an editorial board, able to direct edits and then scrutinize later revisions.

  - **Outreach Flyer:**
    - ✓ The flyer was used for the door-to-door campaign efforts.
    - ✓ The LA Group also designed the original outreach flyer for DONE. Again, DONE acted in an editorial fashion making changes to both content and layout to achieve the desired effect.

  - **Translation:**
    - ✓ In both cases, the LA Group translated each piece into Spanish and Korean, using our consultant Lang & Murakawa for Asian languages.

  - **Outreach Badges:**
    - ✓ The LA Group designed and commissioned the official outreach badge worn by team members, including staff.
    - ✓ The badge not only served as an identification tool, it also added a team spirit and camaraderie to the volunteers and staff.

  - **Template/Datebase:**
    - ✓ Once completed, all originals were immediately given to DONE so that their staff could make any needed changes or simply use the layout, design and

text for outreach material in the future. The LA Group also supplied the DONE staff with the ability to make these changes by supplying the necessary software and assistance.

- Recommendations

  - Process:

    Always place the Official City Seal on flyers and agree to the text prior to incorporating it into any layout.

  - Branding:

    The Department accomplished the branding of the workshops by continually using the same type of look, feel and the message on later flyers. This practice should continue on any newly commissioned campaign.

  - Future:

    While the usefulness of the outreach materials may have run its course, the slogan still carries some weight as it reflects the emphasis and philosophical message of the Department. Other collateral materials to include hats, tee shirts and other items using the slogan could prove an effective way of getting the message out.

TASK #2: IDENTIFY AND SECURING REGIONAL SITES

- **Objective**

The LA Group was tasked to find twelve of the sixteen sites needed for the workshops in two weeks. Additionally, the LA Group was asked to secure the use of each of the sixteen sites, this was accomplished within three and a half weeks.

- **Deliverables / Approach**

♦ **Create Criteria for Selection:** To move quickly on this task, the LA Group developed a criteria list that allowed us to move quickly on confirming a site. The criteria included:

a. Central Location

✓ We looked for site locations that reflected DONE's goal to have regional workshops that attracted individuals from multiple City council districts.

b. Free Use of Facilities

✓ Developing a partnership/co-sponsor dynamic was key to getting facilities at no cost.

c. Ample Parking

d. Community Connection

✓ Again, having a co-sponsor dynamic added value and credibility to the workshops.

e. Appropriate seating Capacity

f. ADA Compliant

g. Safety

Despite changes in how the venues were utilized for the facilitated discussions, each site was able to accomplish the needs of the workshops. The reliance on finding facilities with a community connection also helped in providing future PR and outreach benefits for each of the workshops.

♦ **Securing Sites:** As each of the 16 sites had its own usage issues, the LA Group handled all of the tasks and negotiations needed to secure the site for future workshop utilization. Tasks included everything from filing permits with LAUSD to receiving letters from management asking that no charges be levied. These negotiations were on-going and in many cases rather extensive.

- **Recommendations**

♦ **Process:** General Manager of DONE, Rosalind Stewart's practice of selecting sites as far in the future as possible should continue.

♦ **Future:** Now that the Department is better known and has some time between its next public meetings, DONE should consider opening up future workshop site selection to a quick solicitation process, where DONE asks a local community

organization to act as the co-host. This actually emerged as one of the best practices from the public workshops. Mrs. Stewart's approaching of the Studio City Residents Association for their site recommendation helped to create one of our most successful public meetings we hosted.

TASK #3: SITE MANAGEMENT AND WORKSHOP LOGISTICS

- Objective

  Ensure that each of the sites were ready to host the public workshops on the day of the event and that the site logistics were handled properly without incident and to foster a cooperative spirit with the management, and to return the site back to its original state.

- Deliverables / Approach

  - Created Goodwill/Liaison:

    ✓ The LA Group ensured that an on-going and open rapport was established with the management of each site to have flexibility in case of changes. Had it not been for the rapport we were able to establish at each site, changes in expected attendance, spatial modifications to the facilitation set-up and the mitigation of associated costs would have posed constant dilemmas for the DONE staff, draining away resources from outreach efforts.

  - Complete Site Management:

    ✓ The LA Group managed the total use of the site from pre-workshop preparation, any logistical concerns (from the movement of materials, placement of signs and the parking) to the complete breakdown of the site following the end of the workshop. Two things stand out in this regard: (a.) the workshops never experienced any distractions due to problems with the facilities and (b.) complaints were never lodged by any of the sites against the Department.

  - Post-Event Thank You Letters:

    ✓ The LA Group also supplied DONE with a draft letter and a complete list of names of all the people at each site to thank.

- Recommendations

  - Process:

    ✓ Continue assigning one person to be the point person on all site liaison and logistical issues.

  - Future:

    ✓ Again, forging partnerships with other organizations, as potential co-hosts would be a strategic move the Department should look to make in the future, as it helps to engender others with a stake in a meeting's outcome.

TASK #4: STAKEHOLDER CONTACT

- Objective

  To reach out to the LA Group's database contacts prior to each workshop.

- Deliverables / Approach –

  - Mailings Augmentation:

    The LA Group provided an average of roughly 160 additional community, business, and civic contacts for each workshop mailing.

  - Follow-up Phone Calls:

    Prior to each community workshops, the LA Group made follow up phone calls to the above contacts to encourage participation.

- Recommendations

  - Process:

    This was not the LA Group's main focus, as the Department assumed the lead responsibility on this matter. However, DONE's focus on stakeholder contact was, by most accounts, a very effective allocation of time and resources.

  - Future:

    Clearly "dividing the labor" should continue into the future, as it allows staff the ability to concentrate their efforts in particular areas (i.e., door-to-door vs. CBO Outreach).

    It especially paid off when the outreach staff had enough time to really penetrate a community and conduct very personable one-on-one meetings with community groups in preparation for a workshop.

TASK #5: DATABASE MANAGEMENT

- **Objective**

  The use of the LA Group database was designed to augment and buttress the DONE's own rapidly expanding database. This created a comprehensive and functional database with the ability to contact a wide variety of individuals and organizations.

- **Deliverables / Approach**

  - **Dividing Data by Zip Codes:**
    - ✓ Using a GIS map, LA Group divided the City into 16 different zones for each workshop, and overlaid the zip code data to optimally target our mailings from the database and to save on costs.
  - **Updating the Database:**
    - ✓ Returned mailers were used to update and correct the database information to ensure accuracy.
  - **Database Augmentation:**
    - ✓ LA Group provided DONE with our contacts from our database in the form of pre-stuffed mailers that were used to contact stakeholders prior to the various workshops

- **Recommendations**

  - **Future:**
    - ✓ The DONE database will be an invaluable tool the Department will have to link with groups across the entire City. As a digital backbone to the relationships the Department forges it will also comprise the "umbrella" that joins all of the various neighborhood councils. DONE should continue down its current path of implementing a robust database that will enable the public and organizations to be grouped by not only their geographic location but by their interests (e.g., housing, environmental issues, etc.). And while security concerns should be considered, a web-enabled database for qualified individuals would be a great use of this information.

TASK #6: CANVASSING AND TARGETED OUTREACH

- Objective

  To go door-to-door and provide personal interface to strategically targeted communities that have historically been hard to reach.

- Deliverables / Approach

  - Door-to-Door:

    ✓ As a part of the DONE outreach team this is the area where the LA Group was asked to concentrate most of our efforts. Using a two-team approach, the LA Group would canvass specific areas for the better part of day – going door-to-door and explaining to residents about the purpose of the upcoming workshop. This outreach was conducted from four to six days a week, usually beginning one and a half weeks prior to the workshops. There was an average of four daily canvassers with diverse backgrounds and language capabilities.

  - Faith Based:

    ✓ The LA Group was eventually asked to expand our outreach role to include contacting and meeting with faith-based organizations. Generally, we would split our outreach teams, with one large group concentrating on canvassing efforts, while a single individual would meet with churches that were called previously from the list DONE provided. The LA Group met individually with an average of over 20 faith-based organizations for each workshops, along with the coordination of meetings. An example includes DONE's presentation at a local Mosque following one of their Friday services.

  - Community Based Organizations/Stakeholders (CBO):

    ✓ The LA Group's role was somewhat limited here because CBO outreach was the main focus of the DONE staff. However, LA Group's occasional interface with Community Based Organizations, whether from a previous relationship or upon direction from DONE appeared to hold tangible results.

- Recommendations

  - Process:

    a. Door-to-Door:

       The "door-to-door" outreach was most effective in bringing people to the workshops when the outreach was conducted in:

       1) The immediate vicinity surrounding the workshop site (1 to 2 mile radius).

       2) Areas with a high percentage of middle to lower income owner-occupied homes and condos.

       3) Places with a history of active and or successful block clubs, advocacy groups, homeowner associations etc.

4) Areas that have experienced a positive net result from becoming active and organizing around a certain issue or cause in the past.

Door-to-Door outreach appeared least effective in:

1) Areas far away from the workshop.
2) Some affluent areas (just too spread out)
3) Areas with a high ratio of rental units, especially apartments. While this relative density of people made it easier to distribute mass quantities of flyers quickly, most people seemed unreceptive and many landlords were usually reluctant to let our team hand out flyers in their complexes. We surmise this was do to a lack of prior knowledge regarding the work of the Department or a general weariness of solicitors.
4) Blanketing business districts in general seemed ineffective. Merchants rarely posted signs and were reticent to make an effort to distribute flyers left on their site.
5) General canvassing of students and simply posting/leaving flyers on Community College Campuses rarely motivated people to come to workshops.

b. Faith Based – The LA Group found that church based outreach worked best in areas where being "active" in the past had led to positive changes in the community.

c. Community Based Organizations - When we were asked to get involved in this type of outreach, it seemed to be a very effective form of outreach especially when the groups we interfaced with:

1) Granted us a face-to-face meeting
2) Had a history of being, at least somewhat, politically active.
3) Saw part of their role in the community as being an advocacy organization
4) Felt as if they act like a conduit to their community.

- Future:

a. Door-to-Door – While door-to-door is time consuming, its appeal is universal as it truly represents both an effective means to reach people and a good-faith effort to work within a community.

Door-to-door should always be a crucial part of the Department's future outreach efforts. For the upcoming workshops, the LA Group would again recommend, reaching out to form partnerships with people and organizations active in each of the future workshop areas. As we found out, the more

groups are included in the process the more they will have a stake in its success.

In certain areas, more time will need to be spent doing outreach to get a better response.

b. Faith Based – Churches form the backbone of civic life in many areas and within particular communities. The Departments special emphasis on including them in all outreach activities was well warranted and very thoroughly conducted.

The effectiveness of church outreach seemed to be limited only by each organization's relative experience with civic life in the past.

Again, DONE should look to make a greater investment of both time and resources in areas that are less economically affluent to remedy the disparities in outreach effectiveness.

In the end though, we feel that establishing successful relationships with Faith Based Organizations will require an approach very similar as to those used with Community Based Organizations (please read below).

c. Community Based Outreach – As the Department becomes better established Community Based Outreach will emerge as the most important factor relative to the success of DONE in both the near and long-term future.

There will be a paramount need to establish an infrastructure that can truly facilitate an ongoing, client-service type of relationship rather than a single point of outreach contact (i.e., participation in a local workshop-type event or a single community meeting). This new dynamic will require a type of outreach that will place more of an onus on the Department staff to foster deeper relationships, as opposed to the "single point" of outreach conducted for the workshops.

TASK #7: MEDIA RELATIONS

- **Objective**

  To use the media as a tool for public awareness, participation and eventual support.

- **Deliverables / Approach**

  - **Media Plan:** Development of a media plan which included strategies for press releases, interviews, participation, media announcements and public interest stories.
  - **Media List:** Development of a media list database of over 86 media sources, including local ethnic media.
  - **Calendar Submissions:** Meeting announcements were sent to eleven major newspapers and radio stations for calendar submissions. Some of the results included: regular announcements on the KPFK community calendar, entries in the LA Times Calendar section, the Downtown News, the Daily News, the Arroyo Seco Journal, the Chinese Daily, and the Wave
  - **Day of Event Faxing and Phone Calls:** On the day of the workshops an average of 76 media outlets were faxed a press release. An average of 20 follow-up calls were made to targeted media in the workshop areas.
  - **Meetings with Editors and Reporters:** Editors and individual reporters from the LA Times, Daily News, LA Business Journal, La Opinión, The Wave, The Independent, KCRW, KPFK, KNX, KCAL, KMEX were all called on different occasions in an attempt to individually persuade each one to send a representative to a workshop.
  - **Radio PSAs:** The radio stations KKBT, KJLH and KCRW were contacted to create short Public Service Announcements to announce the public workshops
  - **Radio Show:** The producer of the radio show, "Which Way L.A." with Warren Olney, agreed to focus an entire show on DONE
  - **Media Plan Development - Post "Plan" Release:** The LA Group assisted Fleishman and Hillard with the coordination and writing of a media strategy that will take effect upon the completion of the Neighborhood Council Plan. (See attached Media Plan)

- **Lessons Learned**

  Although DONE did receive some media attention, the regular feedback was that the real story would be the release of the "Plan". We anticipate it will generate additional coverage. We firmly believe that once the plan is introduced to the public the media will be far more attracted to the Department because they will have a "story" to report. Examples include the Editorials in Sunday, July 30th LA Times and Los Angeles Business Journal newspapers.

- Recommendations

  - Process:

    - √ Calendar Sections during the outreach were effective and should be vigorously employed during the next round of public workshops. We found that our submissions were regularly run in almost all of the major dailies and weeklies whenever they were submitted well in advance.

  - Future:

    - √ Profiles of participants, story lines for thought pieces, and insights on potential exposes that look at the results of the workshops in relation to the plan should all be prepared in advance and sent prior to the release of the "Plan".
    - √ Several editorial boards should be held the day prior to the release of the plan.
    - √ Journalists from monthly national magazines (Harper's, George, Atlantic, Salon, Slate, Governing, the National Review, the Nation,) should be invited to follow the extended process prior to the "Plan's" submittal to City Council.
    - √ Once the next round of public workshops is solidified, all of the various calendar sections should be notified immediately.

TASK #8: STATUS REPORTS

- Objective

  Keep the DONE staff well informed of all activities.

- Deliverables / Approach –

  - **Weekly Reports:** A report detailing all of the activities completed by the LA Group staff.
  - **Recap of Outreach for Each Workshop:** A more specific report simply detailing what non-media outreach was completed on behalf of each workshop by the LA Group. Sent weekly to Jose Gardea, Senior Project Coordinator for DONE.
  - **Faith Based Outreach Report:** Three of the reports were sent to Jose Gardea from DONE recapping all of our efforts to meet with the faith based community.
  - **Media Reports:** While the LA Group prepared a media report for each workshop, we stopped sending the report as it was essentially the same information every time and the Weekly Reports recapped the information more succinctly.

INDEX – SUMMARY OF OUTREACH CONTACTS

❑ Mailings	9,426 flyers sent
❑ Schools	128,897 flyers distributed ✓ 202 schools visited
❑ Door-to-Door Canvassing	62,016 flyers distributed
❑ Community Org. / Stakeholders	65,496 flyers distributed ✓ Over 300 organizations or stakeholders received flyers
❑ Public Libraries	7,625 flyers distributed ✓ **57 City branches were visited**
❑ Faith-Based Organizations	43,210 flyers distributed ✓ **223 institutions were visited**
❑ Walking Man Service	155,000 flyers distributed
❑ Presentations	92 to Community Organizations

APPENDIX G2

PHASE ONE OUTREACH ACTIVITIES REPORT (FLYER DISTRIBUTION)

OUTREACH ACTIVITIES REPORT

WS#	Mailings	Schools	Door-to-Door	Community-Based Organizations	Public Libraries	Faith-Based Institutions	Walking Man Service	Flyers Distributed	Flyers Duplicated
1 **3/9/00**	470	9,175 *8 schools*	3,601	16,692 *28 organizations*	300	1,500	5,000	36,738	38,400
2 **3/15/00**	1,049	6,100 *10 schools*	3,602	422 *6 organizations*	750		10,000	21,923	25,600
3 **3/21/00**	571	6,700 *11 schools*	5,496	3,335 *13 organizations*	225	2,075	10,000	28,402	28,500
4 **3/29/00**	452	9,750 *16 schools*	2,695	755 *10 organizations*	800	1,300	10,000	25,752	25,850
5 **4/5/00**	455	7,945 *11 schools*	2,215	10,372 *17 organizations*	800	11,275	10,000	43,062	47,000
6 **4/12/00**	315	7,950 *15 schools*	2,110	4,750 *28 organizations*	300	1,150	10,000	26,575	34,000
7 **4/18/00**	250	9,027 *16 schools*	2,360	555 *7 organizations*	450	1,050	10,000	23,692	25,000
8 **4/26/00**	401	6,810 *13 schools*	5,750	4,950 *24 organizations*	500	2,500	10,000	30,911	31,100
9 **5/03/00**	640	5,340 *9 schools*	4,173	3,579 *29 organizations*	550	1,425	10,000	25,707	25,800
10 **5/10/00**	223	7,040 *18 schools*	4,761	2,425 *25 organizations*	450	1,600	10,000	26,499	26,550

WS#	Mailings	Schools	Door-to-Door	Community-Based Organizations	Public Libraries	Faith-Based Institutions	Walking Man Service	Flyers Distributed	Flyers Duplicated
11 **5/16/00**	324	8,953 *10 schools*	5,553	2,271 *12 organizations*	400	1,000	10,000	28,501	28,550
12 **6/07/00**	1,413	7,875 *19 schools*	2,335	3,190 *27 organizations*	300	2,535	10,000	27,648	30,000
13 **6/14/00**	428	5,951 *12 schools*	5,390	1,790 *13 organizations*	500	3,400	10,000	27,459	30,000
14 **6/20/00**	638	11,286 *15 schools*	2,915	2,865 *21 organizations*	500	5,650	10,000	33,854	33,900
15 **6/28/00**	696	7,045 *9 schools*	3,480	1,175 *9 organizations*	400	4,200	10,000	26,996	30,000
16 **7/06/00**	1,101	11,950 *10 schools*	5,580	6,370 *31 organizations*	400	2,550	10,000	37,951	38,000

APPENDIX G3

SCHUSTER PUBLIC HEARING REPORT

July 31, 2000

SCHUSTER CONSULTING
517 North Cahuenga Boulevard
Los Angeles, California 90004
tel: 323 871-1079, fax: 323 962-7736
email: cms@schusterconsulting.com

Ms. Rosalind Stewart
General Manager
Department of Neighborhood Empowerment
305 E. 1st Street
Los Angeles, CA 90012

re: Final Report

Dear Rosalind:

Estela Lopez and I are pleased to present Schuster Consulting's final report "*Summary of Major Findings*" presenting the results of the 16 regional workshops conducted for the Department of Neighborhood Empowerment. The report includes a complete set of Workshop Questionnaire results and the transcription of workshop comments.

It has been delightful working with you and the D.O.N.E. staff and both Estela and I look forward to future opportunities for collaboration.

Sincerely,

Catherine M Schuster

Catherine M. Schuster
Principal

Enclosure

City of Los Angeles
Department of Neighborhood Empowerment

Regional Workshops for the Development of the Plan for Neighborhood Councils

Summary of Major Findings

Submitted by
Catherine M. Schuster Consulting
July 2000

Catherine M. Schuster Consulting
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Table of Contents

Executive Summary

Schuster Consulting
D.O.N.E. Workshop Facilitation Final Report

Executive Summary

The purpose of this report is to summarize the major results of the 16 public workshops facilitated by Schuster Consulting for the Department of Neighborhood Empowerment (D.O.N.E.) to use in creating the Plan for Neighborhood Councils. This Executive Summary presents highlights of workshop attendance, results from a Workshop Questionnaire administered to all workshop participants, and major results of workshop discussions.

Workshop Attendance

More than 2,150 individuals signed in at the 16 public workshops. Of these, 1,684 completed the two-page Workshop Questionnaire, for a response rate of 78%.

- ❑ Average workshop attendance was 135
- ❑ Workshop #7 in the north San Fernando Valley was the least attended workshop was with 39 participants
- ❑ Workshop #1 in the Pico-Union district of Los Angeles had the highest attendance, with 250 participants.

Workshop Questionnaire Result Highlights

Results of the three Workshop Questionnaire questions related to the demographic profile of workshop participants are presented below.

- ❑ **Outreach** (Question #1). Most participants indicated they heard about the workshops by word-of-mouth and by mail: 45% heard about the workshop from a friend, neighbor, or group to which they belong, while 34% received the D.O.N.E. flyer in the mail.

- ❑ **Community Involvement** (Question #2). Most participants indicated they belonged to community-based organizations or were homeowners (59% each).

- ❑ **Participation in Local Organizations** (Question #3). Most respondents indicated they belong to community-based, non-profit, and homeowners' organizations: 45% selected community-based organizations, 35% selected non-profit organizations, and 28% selected homeowners' associations.

Workshop Discussion Findings

Workshop participants discussed three topics: Boundaries for Neighborhood Councils, the organization of Neighborhood Councils, and success factors for Neighborhood Councils. Highlights of the discussions are presented below.

Boundaries

- **Conceptualizing Neighborhood Councils**. Many participants had difficulty envisioning neighborhood councils representing areas or groups significantly larger than their current neighborhoods or resident groups. Some participants expressed frustration that the D.O.N.E. had not already defined parameters for either physical or population size.

- **Historical Boundaries**. The overarching theme in boundary discussions was preserving the integrity of a given neighborhood. In particular, participants wanted their neighborhoods to remain intact (e.g., maintaining recognizable geographic boundaries and "named" neighborhoods within larger areas). They were wary of joining a neighborhood council if their community's interests and priorities would be in any way diminished.

- **Population Size**. Population size was closely related to the discussion of historical neighborhoods, as participants attempted to gauge the size of their own communities. Many expressed the goal of neighborhood councils that are large enough to be diverse, yet small enough to have common or shared interests. Some were concerned that if neighborhood councils are "too big" members would have difficulty reaching consensus on issues and priorities.

- **School Areas**. Using schools as centers for neighborhood councils was popular among many workshop participants, whether using elementary schools, clusters, or the new mini-districts. Schools were seen as non-controversial, easy-to-identify boundaries.

- **Self-Defined**. Those participants who expressed interest in "self-defined" neighborhood councils referred to both geographical areas and areas of common interest or concern. The major benefit of setting boundaries in this manner would be ensuring common interests. Two potential drawbacks would be 1) potentially excluding groups that logically (from a physical boundary perspective) fit because of opposing concerns, and 2) the formation of several issue-driven groups within the same geographic area.

- **Diversity**. Diversity was discussed by many workshop participants in terms of shared goals and interests, actual or perceived power, and organizational experience. While the majority of participants acknowledged the mandate of inclusiveness, many had difficulty conceptualizing diverse groups with enough common interests to be effective.

Organization of Neighborhood Councils

- **Organizational Skill Set**. Workshop participants are concerned with the lack of organizational skills among those who lack experience in organizing and running grass roots organizations. For example, will individuals or groups (e.g., existing homeowners' associations) with experience in running organizations, such as understanding and implementing Robert's Rules of Order, overwhelm the concerns and efforts of those with less experience? How can D.O.N.E. support those with limited or no experience?

- **Apathy and Activism**. While participants in some parts of the city despaired over the apathy among residents and the difficulty in prior attempts to organize in their communities, others felt they had little to gain from D.O.N.E., given how well-established their groups already were. While some fear they will never get organized, with or without D.O.N.E.'s assistance, others fear their current influence and clout will be diluted if their organization becomes part of a larger neighborhood council.

- **Outreach, Diversity, and Membership**. While most participants assumed they could join their local neighborhood council, they still wanted to know where to begin. Outreach, understood as the process of communicating with and involving all stakeholders, was a common concerns of workshop participants. Diversity in stakeholder participation and in board membership was important to many participants.

- **Public Meetings**. Weekly, monthly, quarterly or annual meetings, open to the public and on a regular basis, were seen as a vital aspect of Neighborhood Councils and the basis of broad stakeholder participation.

- **Board Size**. Workshop discussions on board size focused on issues of leadership and elections. Without more information regarding size, however, participants were hesitant to recommend an exact number of board members. Nevertheless, most envisioned a traditional board structure (with a president, vice president, secretary, treasurer, and committees) and many had strong opinions regarding organization of elections, selection of leaders, and allocation of "votes" to ensure fairness and equity.

- **Neighborhood Council Meetings**. Based on the questionnaire results, the majority of participants (60%) prefer monthly meetings.

- **Congress of Neighborhood Councils**. Participants generally supported the idea of a Congress of Neighborhood Councils to provide the opportunity to network with the other councils, share ideas and concerns, unite for a stronger voice, hold annual conventions, and share resources. Based on the questionnaire results, 38% prefer quarterly Congress meetings to monthly or annual meetings..

- **Goals**. Examples of some of the numerous goals articulated by workshop participants for their own neighborhood councils are listed below.

  - Improve communication
  - Develop a sense of community, get to know neighbors
  - Identify common goals and establish a time frame for achievement
  - Improve the quality of life (less crime, more beautification)
  - Increase city government responsiveness and accountability
  - Increase local participation and involvement
  - Influence City departments.

Neighborhood Council Success Factors

Workshop participants identified both internal (e.g., organizational) and external (e.g., City responsiveness to Neighborhood Councils) success factors for Neighborhood Councils. Based on the Workshop Questionnaire, the top five success factors ranked in order of importance are presented below.

- 1st – Making City departments more responsive to Neighborhood Council requests and concerns
- 2nd – Influencing how City resources are spend in your neighborhood
- 3rd – Influencing decisions made by City Hall (Mayor, Council, Commissions, Departments, etc.)
- 4th – Having a responsive Neighborhood Council – having your Neighborhood Council convene quickly to discuss important topics as they come up.
- 5th – Learning how to get what you want from the City, understanding how City departments operate.

Quality of life factors, also ranked in order of importance in the Workshop Questionnaire, include:

- 1st – Appearance of physical condition of your neighborhood
- 2nd – Public safety
- 3rd – Land use, development, redevelopment, historic preservation, zoning, etc.
- 4th – Parks and other community resources
- 5th – Community improvement projects.

I – Introduction

I – Introduction

Background and Purpose

Created on June 8, 1999 as a part of charter reform in the City of Los Angeles, the Department of Neighborhood Empowerment (D.O.N.E., the Department) is charged with promoting public participation in government and making government more responsive to local needs. Specifically, the Department is tasked with creating a plan for a citywide system of neighborhood councils. Schuster Consulting was retained to facilitate 16 regional workshops throughout the city to seek the public's input on the development of the Neighborhood Council Plan.

The purpose of this report is to summarize the major results of the 16 public workshops facilitated by Schuster Consulting. The Department will use the input as background for creating the Plan for Neighborhood Councils.

Catherine M. Schuster, Principal of Schuster Consulting, worked with two subcontractors, Estela Lopez (of Estela Lopez Consulting) and Lisa Ward, an independent contractor, to:

- Develop workshop questionnaires
- Design a workshop process
- Facilitate the 16 workshops
- Train and oversee volunteer facilitators
- Provide periodic status reports on workshop progress and interim results
- Analyze workshop results and draft a final report (this document).

The workshops were conducted from March 9, 2000 through July 6, 2000, as illustrated in the Workshop Schedule below.

Exhibit 1: Workshop Schedule

Workshop #	Date	Area Served
1	Thurs 3/9	Westlake, Wilshire, South LA, Southeast LA
2	Wed 3/15	Westwood, Brentwood/Pacific Palisades, W. LA, Palms/Mar Vista, Beverly Crest/Bel-Air
3	Tues 3/21	Silverlake/Echo Park, Hollywood
4	Wed 3/29	Chatsworth, Porter Ranch, Granada Hills/ Knollwood, Northridge
5	Wed 4/5	W. Adams/Baldwin Hills/Leimert, S. LA
6	Wed 4/12	San Pedro, Wilmington/Harbor City, Harbor Gateway
7	Tues 4/18	Mission Hills/Panorama City/North Hills, Van Nuys, N. Sherman Oaks

Workshop #	Date	Area Served
8	Wed 4/26	Wilshire, Hollywood
9	Wed 5/3	Westchester/Playa del Rey, Marina del Ray, Venice
10	Wed 5/10	Northeast
11	Tues 5/16	Arleta/Pacoima, Sylmar, Sunland-Tujunga/Lake View Terrace/La Tuna, Sun Valley
12	Wed 6/7	Central City, Central City North, Westlake
13	Wed 6/14	Canoga Park/Winnetka/Woodland Hills, Reseda/W. Van Nuys, Encino/Tarzana
14	Tues 6/20	Southeast LA, South LA
15	Wed 6/28	Sherman Oaks/Studio City/Toluca Lake, North Hollywood
16	Thurs 7/6	Boyle Heights

Methodology

Schuster Consulting designed an approach to workshop facilitation to encourage participation, candor, and a sense of inclusion among workshop attendees which could be readily implemented by volunteer facilitators. Because of the scope of the workshops and number of participants, D.O.N.E. recruited volunteer facilitators from other City departments to assist facilitating small group discussions. Schuster Consulting provided training and orientation to these volunteers prior to the first workshop and at every workshop to ensure a consistent approach. Instructions for facilitators are presented in the appendix.

Each workshop had three distinct phases, including:

- **Introduction**. After signing in, the President of the Board of Neighborhood Commissioners, Lee Kanon Alpert, and the D.O.N.E. General Manager, Rosalind Stewart, called the group to order, explained the purpose of the workshop, and described the mission of the Department. Following this general introduction, Catherine Schuster briefly described what would occur in the workshops.

  Introductory comments were translated simultaneously into Spanish, Korean, Chinese, and other languages, via simultaneous translation equipment provided by the Los Angeles Unified School District or by bilingual workshop facilitators.

- **Break-Out Groups and Survey Completion**. Workshop participants were asked to break up into small groups, ranging in size from 12 to 30, depending on the total number of attendees, the number of rooms or tables available for small groups, and the number of volunteer facilitators. The small group sessions were designed expressly to provide the

most workshop participants with the most opportunities to speak and share their opinions. During the first 10 to 15 minutes, participants completed two survey instruments: a one-page customer service survey and a two-page Workshop Questionnaire. Copies of both instruments are included in the appendix.

Bilingual facilitators or interpreters were available for break-out groups, to ensure that non-English speakers had the same opportunity to participate in the workshop discussions as English speakers. Workshop Questionnaires were also available in Spanish, Korean, and Chinese.

- **Discussion Topics**. After the survey instruments were completed and collected by the facilitators, participants reviewed three Neighborhood Council discussion topics concerning boundaries, organization, and success of Neighborhood Councils. Participants were asked to write brief comments for each of the three topics on Post-It notes. The facilitators collected the comments and read them out loud to their group to initiate the discussion of each topic. Writing comments and then having them read aloud provides those participants who may not be comfortable speaking up in a group with the opportunity to express their opinions.

  During the discussion, facilitators wrote summary comments on flip charts, which were later transcribed (and are presented in the appendix.).

Additionally, participants were given the option to reconvene at the end of the workshop to ask questions and learn what other groups had discussed.

Organization of this Report

In addition to the Executive Summary, this report is organized into four chapters:

I – Introduction (this chapter)
II – Demographic Profile of Workshop Participants
III – Major Findings
IV – Workshop Dynamics

II – Demographic Profile of Workshop Participants

II – Demographic Profile of Workshop Participants

This chapter presents the results of the data collected in the two-page Workshop Questionnaire. Not all participants responded to every question. Therefore, percentages are based on the number of responses to a given question, not the total number of completed surveys or on the number of individuals who signed in. Detailed results of questionnaire are presented in the appendix.

Workshop Attendance

More than 2,150 individuals signed in at the 16 public workshops. Of these, 1,684 completed the two-page Workshop Questionnaire, for a response rate of 78%. Average workshop attendance was 135; the least attended was 39 participants at Workshop #7 in the north San Fernando Valley, while the most attended was 250 at Workshop #1 in the Pico-Union district of Los Angeles. (Please refer to the "Responses Compared by Workshop" report in the appendix.)

Reported Outreach Efforts

Despite variations on a workshop-by-workshop basis, word-of-mouth and mail were generally the most common ways participants heard about the workshops. Overall, participants reported hearing about the workshop from the following sources:

- 45% heard about the workshop from a friend, neighbor, or group to which they belong
- 34% received the D.O.N.E. flyer in the mail
- 22% heard about the workshop from "other" sources, including:
  - City Watch (an internet newsletter)
  - Civic associations
  - Co-workers or supervisors
  - Council member offices or websites
  - E-mail from friends
  - Neighborhood or community associations or groups, including residents' and homeowners' groups
  - Faith-based organizations
  - Flyers at other locations (e.g., bookstores, YMCA, etc.)
  - L.A. Bridges (a City-funded youth program)
  - Local Chambers of Commerce
  - USC Neighborhood Empowerment Conference.
- 14% read about the workshop in the newspaper
- 12% received the D.O.N.E. flyer from a workshop organizer

- 8% received the flyer from another City department, including:
  - Chief Administrative Office
  - City Council offices
  - Commission for Children, Youth, and their Families
  - Department of Transportation
  - Housing Authority
  - LAPD
  - Planning Department
  - Public Works.

- 4%, 3%, and 2% of participants heard about the workshop from the D.O.N.E. website, a flyer at the library or school, and the City of Los Angeles website, respectively.

(Note: Detailed results on outreach from the Workshop Questionnaire are presented in the "Responses Compared by Workshop" report in the appendix.)

Community Involvement

Based on the number of responses to Question 2 in the Workshop Questionnaire, most workshop participants were members of community-based organizations or homeowners. This indicates that those individuals not already involved or active either declined to participate in the workshop or may not have been reached.

In response to Question 2, workshop participants spend time in the area for the reasons listed below. (Note: Because they could check more than one response, the percents reported sum to more than 100%.)

- 59% participate in community-based organizations

- 59% live in the area and own their own home or condominium

- 37% own residential or commercial property

- 26% live in the area and rent their home or apartment

- 22% reported "other" reasons, including:
  - Children in school in area
  - Employee
  - Involved in organizing block clubs
  - Shop in area
  - Student
  - Teacher in area
  - Volunteer in area.

- ❑ 21% belong to a faith-based organization in the area
- ❑ 16% own or run a business in the area.

Participation in Local Organizations

Based on the number of responses to Question 3, most respondents indicated they belong to community-based, non-profit, and homeowners' organizations. Workshop participants reported whether they belonged to one or more local organizations. (Note: Because they could check more than one, response, percentages sum to more than 100%.)

- ❑ 45% selected community-based organizations
- ❑ 35% selected non-profit organizations
- ❑ 28% selected homeowners' associations
- ❑ 21% selected religious or faith-based organizations
- ❑ 17% selected "other," including:
  - Block clubs
  - Business Improvement District (BID)
  - California Democratic Council
  - 8th District Empowerment Congress
  - Friends of the Library
  - Grassroots voter registration group
  - L.A. Bridges
  - L.A. City Council on Aging
  - League of Women Voters
  - Mexican American Political Association (M.A.P.A.)
  - National Women's Political Caucus
  - Neighborhood Watch
  - Police Booster Club
  - Regional arts councils
  - Rotary
  - Schools (including PTA, parent volunteers, student organizations, etc.)
  - Senior Citizens Club
  - Sierra Club
  - Southern California Apartment Association
  - Targeted Neighborhood Initiative (TNI)
  - YMCA.

- 13% selected business organizations
- 12% indicated "no affiliation"
- 5% reported labor organizations.

(Note: The full list of "Other" comments are presented in the "Optional Responses by Workshop" report in the appendix.)

III – Major Findings

III – Major Findings

This chapter will present overall findings from the discussions and questionnaires – representing the results from all 16 workshops. These findings represent common themes across workshops and do not intend to present every individual concern or opinion expressed by workshop participants. We did not find significant differences among workshops based on location, given the number of participants who attended workshops outside their neighborhoods as well as the number of individuals who participated in several workshops. Detailed discussion and questionnaire results on a workshop-by-workshop basis are presented in the appendix.

The findings are presented in terms of the three discussion topics: Neighborhood Council boundaries, organization of Neighborhood Councils, and Neighborhood Council success factors.

Topic 1: Neighborhood Council Boundaries

The first topic discussed in workshop break-out groups was "Defining Your Neighborhood." Prior to the discussion, participants were reminded that "*the City Charter states that a Neighborhood Council represent everyone who lives, works, or owns property in a community and that Neighborhood Councils must include the many diverse interests in a community.*" Specifically, participants were asked "*What factors should be taken into consideration in determining the boundaries of a Neighborhood Council? For example, geographic size; population; location of landmarks, institutions, schools, businesses, or anything else that give the neighborhood its character and deserves to be included in its boundaries; historical recognition of neighborhood boundaries; physical barriers, such as the Los Angeles River, mountains, or freeways; boundaries of existing BIDS, specific plans, etc.*"

Common concerns expressed by workshop participants include:

- ❑ Conceptualizing Neighborhood Councils
- ❑ The importance of historical boundaries
- ❑ Population size
- ❑ Using schools as boundaries
- ❑ Self-defined boundaries
- ❑ Diversity.

Conceptualizing Neighborhood Councils. Many participants had difficulty envisioning neighborhood councils representing areas or groups significantly larger than their current neighborhoods or resident groups. Some participants expressed frustration that the D.O.N.E. had not already defined parameters for either physical or population size. Additional concerns included:

- ❑ The number of neighborhood councils that would be "allowed" by the D.O.N.E.

- ❑ The task of determining boundaries, given the city's population of 3.7 million

- ❑ Ramifications of neighborhood council boundaries overlapping council district boundaries

- ❑ Relationship of neighborhood councils to council districts, business improvement districts (BIDs), area planning councils, and other municipal districts or organizations.

Historical Boundaries. The overarching theme in boundary discussions was preserving the integrity of a given neighborhood. In particular, participants wanted their neighborhoods to remain intact (e.g., maintaining recognizable geographic boundaries and "named" neighborhoods within larger areas). They were wary of joining a neighborhood council if their community's interests and priorities would be in any way diminished. (Note: There are 80 references to historical boundaries in the transcribed comments in the appendix.)

Population Size. Population size was closely related to the discussion of historical neighborhoods, as participants attempted to gauge the size of their own communities. Many expressed the goal of neighborhood councils that are large enough to be diverse, yet small enough to have common or shared interests. Some were concerned that if neighborhood councils are "too big" members would have difficulty reaching consensus on issues and priorities. (Note: There are 61 references to population size in the transcribed comments in the appendix.)

School Areas. Using schools as centers for neighborhood councils was popular among many workshop participants, whether using elementary schools, clusters, or the new mini-districts. Schools were seen as non-controversial, easy-to-identify boundaries. (Note: There are 59 references to school areas in the transcribed comments in the appendix.)

Self-Defined. Those participants who expressed interest in "self-defined" neighborhood councils referred to both geographical areas and areas of common interest or concern. The major benefit of setting boundaries in this manner would be ensuring common interests. Two potential drawbacks would be 1) potentially excluding groups that logically (from a physical boundary perspective) fit because of opposing concerns, and 2) the formation of several issue-driven groups within the same geographic area. (Note: There are 29 references to self-defined Neighborhood Councils in the transcribed comments in the appendix.)

Diversity. Diversity was discussed by many workshop participants in terms of shared goals and interests, actual or perceived power, and organizational experience. While the majority of participants acknowledged the mandate of inclusiveness, many had difficulty conceptualizing diverse groups with enough common interests to be effective. For example:

- ❑ Business interests versus residential interests

- ❑ Long-time residents (homeowners or renters) versus new residents perceived to have less of a stake in the neighborhood

- ❑ Residents versus non-residents (e.g., employees, absentee landlords, students, etc.)

- ❑ Established organizations (e.g., homeowners' associations) versus individuals and groups who traditionally not had a "voice" in local issues.

Topic 2: Organization of Neighborhood Councils

Workshop participants discussed the organization of neighborhood councils in response to the discussion questions: "*How would you organize your Neighborhood Council? What do you see as the size and structure of your Neighborhood Council Board? How should your Board be configured to ensure representation of stakeholders? How should the leaders of your Neighborhood Council be selected to ensure fairness, openness, and broad stakeholder representation? What goals would you set for your Neighborhood Council?*"

Common themes among workshop participants included:

- ❑ Organizational skill set
- ❑ Apathy and activism
- ❑ Outreach, diversity, and membership
- ❑ Role of public meetings
- ❑ Board size

Workshop Questionnaire results regarding the number of meetings for Neighborhood Councils and the Congress of Neighborhood Councils are presented in this section, as well as an overview of the goals for Neighborhood Councils discussed by participants.

Organizational Skill Set. Workshop participants are concerned with the lack of organizational skills among those who lack experience in organizing and running grass roots organizations. For example, will individuals or groups (e.g., existing homeowners' associations) with experience in running organizations, such as understanding and implementing Robert's Rules of Order, overwhelm the concerns and efforts of those with less experience? How can D.O.N.E. support those with limited or no experience?

Apathy and Activism. While participants in some parts of the city despaired over the apathy among residents and the difficulty in prior attempts to organize in their communities, others felt they had little to gain from D.O.N.E., given how well-established their groups already were. While some fear they will never get organized, with or without D.O.N.E.'s assistance, others fear their current influence and clout will be diluted if their organization becomes part of a larger neighborhood council.

Outreach, Diversity, and Membership. While most participants assumed they could join their local neighborhood council, they still wanted to know where to begin. For example:

- ❑ If I don't already belong to an existing group, how do I find out which neighborhood council to join?

- ❑ If my neighborhood is "too small" to be its own neighborhood council, which other group would we join?

- ❑ How will my small neighborhood's interests be voiced if we become part of a larger, well-established group?

Outreach, understood as the process of communicating with and involving all stakeholders, was a common concerns of workshop participants. Many expressed concern over adequate outreach to and involvement of those stakeholders who are more difficult to reach due to such barriers as language, lack of transportation, concern for safety, or need for child care. (Note: Transcribed discussion comments included 45 references to diversity and 43 references to outreach.)

While specific recommendations for outreach and ongoing communication were hampered by not knowing the overall size of any given neighborhood council, suggestions included:

- ❑ Door-to-door personal outreach
- ❑ Door-to-door distribution of flyers
- ❑ Phone trees
- ❑ Using businesses, schools, D.O.N.E., and other City departments to help disseminate information
- ❑ The media
- ❑ Distribution of flyers or newsletters via U.S. Postal Service
- ❑ Electronic communication via the internet (e-mail).

Diversity in stakeholder participation and in board membership was important to many participants. The range of stakeholders to be included in Neighborhood Councils is presented in Exhibit 2.

Exhibit 2: Diverse Stakeholders

• Youth • Seniors • Physically challenged • Business interests • Homeowners • Renters • Schools	• Non-profit organizations • All ethnic groups • Faith organizations • Members of existing community-based organizations • The homeless and other traditionally "voiceless" stakeholders

Public Meetings. Weekly, monthly, quarterly or annual meetings, open to the public and on a regular basis, were seen as a vital aspect of Neighborhood Councils and the basis of broad stakeholder participation:

- ❑ Town-hall style meetings
- ❑ Meetings "in the round"
- ❑ Meetings held in local businesses and schools, homes or faith organizations.

Board Size. Workshop discussions on board size focused on issues of leadership and elections. Without more information regarding size, however, participants were hesitant to recommend an exact number of board members. Nevertheless, transcribed comments regarding board size included:

- ❑ Fewer than 20 board members (80 references)
- ❑ More than 20 board members (45 references)
- ❑ Board size based on population (20 references).

Nevertheless, most envisioned a traditional board structure (with a president, vice president, secretary, treasurer, and committees) and many had strong opinions regarding organization of elections, selection of leaders, and allocation of "votes" to ensure fairness and equity:

- ❑ Proportional representation on the board, based on the number and size of existing organizations brought together under the umbrella of a single neighborhood council

- ❑ Elections based on nominations (including self-nominations) at public meetings. (Note: There were 82 references to democratic community elections among the transcribed workshop comments and 51 references to public meetings.)

- ❑ Term limits to prevent a few entrenched activists from having long-term control of the board and Neighborhood Council priorities

- ❑ Self-selection to allow any interested individual to be on the board

- ❑ Lottery among those attending public meetings.

Some participants were concerned with the financial resources required to conduct a fair election and wondered what funds D.O.N.E. would provide.

Neighborhood Council Meetings. Based on the questionnaire results, the majority of participants (60%) prefer monthly meetings.

Congress of Neighborhood Councils. Participants generally supported the idea of a Congress of Neighborhood Councils to provide the opportunity to network with the other councils, share ideas and concerns, unite for a stronger voice, hold annual conventions, and share resources. Based on the questionnaire results, 38% prefer quarterly Congress meetings to monthly or annual meetings..

Goals. Examples of some of the numerous goals articulated by workshop participants for their own neighborhood councils are listed below. (For all transcribed comments regarding goals, please refer to the Workshop Comments report in the appendix.)

- ❑ Improve communication (18 transcribed references)

- ❑ Develop a sense of community, get to know neighbors (15 transcribed references)
- ❑ Identify common goals and establish a time frame for achievement (8 transcribed references)
- ❑ Improve the quality of life (less crime, more beautification)
- ❑ Increase city government responsiveness and accountability
- ❑ Increase local participation and involvement
- ❑ Influence City departments.

Topic 3: Success of Neighborhood Councils

The third topic discussed by workshop participants was the success of neighborhood councils: "*What will make your Neighborhood Council successful? What kinds of issues should Neighborhood Councils tackle?*"

Common themes regarding success factors and issues are presented in this section.

Success Factors. Participants described two primary ways of assessing the success of neighborhood councils:

- ❑ Internal success:
  - Is the organization run effectively?
  - Are meetings held routinely and well attended?
  - Are priorities established?
  - Are diverse stakeholders involved and represented?
  - Are board members accountable to neighborhood council members?

- ❑ External success:
  - Are City departments responsive to the concerns of neighborhood councils?
  - Are the Mayor and City Council members responsive to the concerns of neighborhood councils?
  - Are services improving?
  - Is there better and more timely communication from the City?
  - Is there increased accountability?

Workshop participants were asked to select the five success factors most important to them of the nine listed in the Workshop Questionnaire. The nine success factors were ranked in order of importance, as illustrated in Exhibit 3.

Exhibit 3: Ranked Importance of Success Factors

Rank	Success Factor	Number of Participants
1st	Making City departments more responsive to Neighborhood Council requests and concerns	1,237
2nd	Influencing how City resources are spend in your neighborhood	1,195
3rd	Influencing decisions made by City Hall (Mayor, Council, Commissions, Departments, etc.)	1,156
4th	Having a responsive Neighborhood Council – having your Neighborhood Council convene quickly to discuss important topics as they come up.	935
5th	Learning how to get what you want from the City, understanding how City departments operate	935
6th	Having a greater sense of community and knowing more about your neighborhood	834
7th	Having good Neighborhood Council management – is it well-run, are meetings scheduled routinely, etc.	525
8th	Having good attendance at Neighborhood Council meetings, broad participation	379
9th	Having the ability to raise funds for your Neighborhood council	247

Selected success factors transcribed from workshop comments are presented below. (Please refer to the Workshop Comments report in the appendix for all transcribed comments.)

Exhibit 4: Selected Success Factors

- Attendance by City Council members and representatives of City departments
- Balance of issues
- Civility
- Clear guidelines
- Community buy-in
- Cooperation and communication with the City Council
- Credibility
- Educated, informed citizenry
- Fairness
- Fundraising
- Input into City budget
- Leadership development
- Local control
- Neighborhood pride
- Networking with other neighborhood councils
- Publicity and visibility
- Real authority to allocate resources
- Teamwork
- Tolerance for diversity of opinion
- Training on budgetary issues
- Youth participation

Role of D.O.N.E. Many participants are looking to D.O.N.E. to ensure the success of neighborhood councils in terms of funding, leadership training, conflict resolution training, advice on grant-writing and non-profit issues, office space and support, education in city government, a budget and how to "get things done."

Neighborhood Council Issues. Among the many issues mentioned by workshop participants, these were referenced numerous times in the transcribed comments: quality of life (n=38); education (n=37); traffic (n=35); and beautification (n=34). A selection of additional issues is listed below. (Note: Please refer to the Workshop Comments report in the appendix for all transcribed comments.)

Exhibit 5: Selected Neighborhood Council Issues

- Affordable housing
- Animal control
- Business development
- Community policing
- Crime
- Cultural activities
- Curfews
- Drugs
- Graffiti
- Homeless
- Jobs
- Noise
- Parks and recreational facilities
- Pedestrian safety
- Planning, zoning, and land use
- Public transportation
- Safety
- Sanitation
- Social services
- Vacant buildings

Additionally, participants were asked to select the five most important "quality of life" issues among 11 listed in the questionnaire. The 11 issues were ranked in order of importance, as illustrated in Exhibit 6 below. (Note: "Other" was the 12th option.)

Exhibit 6: Ranked Importance of Quality of Life Issues

Rank	Success Factor	Number of Participants
1st	Appearance of physical condition of your neighborhood	1,234
2nd	Public safety	931
3rd	Land use, development, redevelopment, historic preservation, zoning, etc.	921
4th	Parks and other community resources	853
5th	Community improvement projects	838
6th	Business development	729
7th	Traffic and street safety	605
8th	Private property maintenance, condition of buildings	393

Rank	Success Factor	Number of Participants
9th	Noise	367
10th	Parking on your street (business or residential)	300
11th	Neighborhood Council self-reliance/self-sufficiency	278
12th	Other	132

Selected comments written in by participants for "other" are presented in Exhibit 7.

Exhibit 7: Selected Success Factors

- Child care services
- Civic education
- Cultural awareness
- Economic well-being
- Fairness in deciding land-use
- Gangs
- Having a voice in the way city government works
- Healthy environment
- Library support
- Litter
- Poverty, homelessness
- Preserving neighborhood culture
- Protecting property rights
- Resources for community groups
- Schools
- Street maintenance
- Youth programs

IV – Workshop Dynamics

IV – Workshop Dynamics

In addition to the opinions, attitudes, and concerns expressly elicited from workshop participants via the discussion groups and the Workshop Questionnaire, participants' reactions to the workshops themselves provide insights into how D.O.N.E. can best support the development of Neighborhood Councils. In particular, participants were concerned with small group sessions versus town hall style meetings, meeting the needs of non-English, monolingual participants, and outreach.

Small Groups versus Town Hall Meetings. The purpose of the 16 workshops was to obtain input from as many Los Angeles residents as possible – not to reach consensus on specific Neighborhood Council issues nor to form individual neighborhood councils. The small group sessions were therefore designed expressly to provide the most workshop participants with the most opportunities to speak and share their opinions. In other words, ten people in ten different break out groups can be speaking concurrently, as opposed to a single speaker in a town hall format meeting. Nevertheless, a number of participants resisted the break-out groups for these reasons:

- ❑ Participants would not have the opportunity to hear all opinions and discussion
- ❑ Individuals might feel excluded from the group
- ❑ There was no forum for reaching consensus or sharing workshop outcomes.

Meeting the Needs of Monolingual Participants. Simultaneous translation services were provided for the introduction to every workshop for Spanish, Korean, Chinese, and other languages, provided either by LAUSD or by bilingual workshop facilitators. Bilingual facilitators or interpreters were also available for break-out groups, to ensure that non-English speakers had the same opportunity to participate in the workshop discussions as English speakers. Workshop Questionnaires were available in Spanish, Korean, and Chinese. The intent of the break-out groups was to ensure that all participants had the same workshop experience, albeit in another language. Nevertheless, some workshop participants were concerned that dividing groups by language could make non-English speaking groups feel excluded or marginalized.

Outreach. A number of workshop participants were concerned that D.O.N.E. had not made adequate outreach efforts. Some individuals "just found out about it," happened to "pick up a flyer at the library," or did not recognize enough people from their community.

The common thread linking these concerns is communication: about the purpose and expected outcomes of the workshops; the resources available to meet the needs of monolingual participants; and the resources for conducting outreach to the 3.7 million residents of the City of Los Angeles. The purpose and agenda of future public meetings should be communicated as clearly and frequently as possible, while outreach efforts need to be well documented and communicated. Town hall style meetings should be used when appropriate to promote thorough and consistent communication. At the same time, D.O.N.E. should not hesitate to use small groups when individual input is the primary objective.

Appendix A
Workshop Facilitation Instructions

Appendix A

Workshop Facilitation Instructions

The following instructions were provided to all volunteer workshop facilitators.

Department of Neighborhood Empowerment Regional Workshops

Instructions for Facilitators

Welcome and thank you for volunteering to facilitate a group at the D.O.N.E. Neighborhood Council Workshops. If you have questions or comments about the workshops, please contact Catherine Schuster (cschuster@ophelimity.net) or Rosalind Stewart, General Manager, D.O.N.E. (Rstewart@mailbox.lacity.org).

Water and cookies will be provided – if you need dinner, please bring your own. You will have time for a quick snack after the orientation.

* * * * *

5:00 p.m. Check-In

Please sign in at the Facilitation area and get your Facilitator name tag

5:00 -5:45 p.m. Workshop Orientation – Mandatory for All Volunteer Facilitators

- ❑ Catherine Schuster or Estela Lopez will conduct a mandatory workshop orientation and training before every workshop to:
  - Make introductions
  - Describe each part of the workshop
  - Explain and review the handouts, line by line
  - Discuss location-specific logistics and alternatives for more or less participants
  - Define ground rules for facilitators (e.g., no interjecting own opinions, etc.)
  - Answer questions.

5:45-6:00 p.m. Table Set-Up

- ❑ **Supplies**. Pick up your supplies packet. Each packet will have enough supplies for 25 participants and will include:
  - Markers
  - Scotch Tape
  - Post-It pads
  - Pencils for participants who forgot to bring a pen or pencil
  - Customer Service questionnaires (yellow)
  - Workshop Surveys (green)
  - Discussion topics (blue)
  - A copy of the other available handouts for your own reference (try to keep these from workshop to workshop).

- ❑ **Language Sign**. Get the appropriate language sign (e.g., English, Spanish, Korean, etc.).

- ❑ **Table Set-Up**. Set up your table:
  - Distribute post-it pads and handouts for up to 25 participants per table
  - Put pencils in easy reach of anyone who may need one
  - Write your name on the top sheet of the flip chart on the easel at your table.

6:15 p.m. Assemble near the Podium. At 6:15, All facilitators will assemble near the podium.

6:30-6:50 p.m. Workshop Introduction

- ❑ Each workshop will be opened by a Commissioner asking everyone to take a seat (or stand in a designated area, depending on the facility) and to recite the Pledge of Allegiance.
  - The Commissioner will introduce elected officials present and also ask for all City department heads present to stand and introduce themselves
  - The Commissioner will give a brief introduction about the Department of Neighborhood Empowerment and the Board of Neighborhood Commissioners. The Commissioner will then turn the meeting over to Rosalind Stewart, D.O.N.E. General Manager
  - Rosalind will tell more about the Department, the Neighborhood Council time line, the Plan, etc. She will then introduce Catherine Schuster.

- ❑ Catherine will explain the workshop process including:
  - Describe the break-out groups, questionnaires, and discussion topics
  - Explain how the information will be used (questionnaires in database for analysis, comments transcribed to ensure D.O.N.E. gets the perspective of all participants)
  - Introduce the facilitators
  - Encourage friends or colleagues not to sit together.
  - Instruct foreign language participants to look for the facilitators with language signs
  - Instruct participants to take their chairs with them to the table (depending on facility).
  - Instruct the facilitators to go to their tables and hold up their language signs.

6:50-8:20 p.m. Workshop Break-Out Groups

- ❑ Other workshop workers will check to see if any tables lack participants and help with logistics (e.g., enough chairs, more materials, moving tables together, etc.)

- ❑ **6:50-7:00 p.m.** Welcome everyone to your table and introduce yourself. Ask participants to complete the yellow City of Los Angeles Customer Service Questionnaire. Make sure they put in their zip codes and the Workshop number (#1 through #16). Collect them. *Timing: 10 minutes*

- ❑ **7:00-7:10 p.m.** Ask participants to complete the green Workshop Questionnaire. Answer questions to clarify the questionnaire, if necessary. Make sure they put in their zip codes and the Workshop number (#1 through #16). Collect them. *Timing: 10 to 15 minutes*

- ❑ **7:10-7:30 p.m..** Explain the discussion format. Ask people to read the questions on the blue Discussion Topics handout. Describe how they will write a brief comment, suggestion, or question regarding each topic and stick it on the flip chart. Ask them to write the comments for all three topics. Participants may use more than one Post-It. Participants should put the Post-Its for the first topic only on the flip chart. *Timing: 15 - 20 minutes*

Don't rush people. Reassure participants that they don't have to write if they don't want to, but it's just a good way for everyone to participate.

Remember to keep your own opinions to yourself – your job is to facilitate their discussion, not to correct their views, change their perceptions or otherwise interject yourself directly into the discussion.

Of course, you may clarify factual information about the City Charter, the Department, the outcomes of the meeting and the Neighborhood Council time line.

You can let participants know that you are there primarily to facilitate and that you do not represent D.O.N.E. or City government in terms of Neighborhood Councils.

- ❑ **7:30-7:45 p.m.** First Topic. Read the comments out loud. Write brief summary comments on the flip chart as the discussion proceeds. Start the discussion by:

  - Summarizing what you think are the main points of peoples' comments
  - Asking for agreement/disagreement
  - Asking a specific question about one of the comments (after all have been read)
  - Write down brief, broad, summary statements on the flip chart as you go along. If someone strongly disagrees with a given comment, make sure to write the opposing point of view. ***Use only one page per topic***.
  - Take the Post-Its off the flip chart to read them (so you can face your group), then stick them back on the flip chart (on the left side, so you will have room to write). Then tape them down. *Timing: 15 minutes*

- ❑ **7:45-8:00 p.m.** Second Topic. Ask participants to bring up the Post-Its for the second topic. Repeat procedures described above. *Timing: 15 minutes*

- ❑ **8:00-8:15 p.m.** Third Topic. Ask participants to bring up the Post-Its for the third topic. Repeat procedures described above. Finish up the discussion by 8:15 to 8:20. *Timing: 15 minutes*

- ❑ **8:15 p.m.** Break-out Group Conclusion.

  - Ask late-comers to complete the questionnaires if they haven't already done so.
  - Make sure you collect all the questionnaires.
  - Participants may keep the blue Discussion Topics handout.
  - Tell participants they are welcome to complete the optional Workshop Evaluation Forms and put them in the designated bin on their way out.

8:20-8:25 p.m. Workshop Conclusion

- ❑ Ask all participants to reconvene for a brief conclusion in the main room.
  - People will have another opportunity to ask questions of Rosalind or Catherine.
  - Participants will be told they will receive a copy of the report generated by the discussion and questionnaires for that workshop within a few weeks

8:25-8:45 p.m. Clean-Up

- ❑ **Please return your supplies**.
  - Reassemble what's left of your supply packets: Post-It pads, blank handouts, scotch tape, markers, and pencils, and return them to the boxes and bins in the Facilitator area.
  - Completed questionnaires. Put all completed questionnaires in the designated collection bins.
  - Flip Chart Paper. Tear off the four flip chart sheets (one with your name, one each for the three discussion topics), staple or clip them, and put them in the designated stacks.
  - Flip Charts. Take your flip chart off the easel and put it in the designated stack at the facilitator supply area.

Thanks so much!

Rosalind Stewart
General Manager
Department of Neighborhood Empowerment
(213) 485-1360
rstewart@mailbox.lacity.org

Catherine Schuster
Catherine M. Schuster Consulting
Workshop Facilitator
(323) 871-1079
cschuster@ophelimity.net

Appendix B
Workshop Questionnaires and Handouts

Appendix B

Workshop Questionnaires and Handouts

- ❑ City of Los Angeles Customer Service Questionnaire
- ❑ Workshop Questionnaire
- ❑ Discussion Topics

Regional Workshop for the Development of The Plan for Neighborhood Councils
Department of Neighborhood Empowerment (D.O.N.E.) Board of Neighborhood Commissioners

CITY OF LOS ANGELES CUSTOMER SERVICE QUESTIONNAIRE

Workshop Number: _____ Today's Date:_____ Your Zip Code:_ _ _ _ _

1. For what reasons do you typically contact a City department, a City Council office, or other Government agency? (Please check one in each line.)

1) Information	☐ Once a week	☐ Once a month	☐ Once a year	☐ n/a
2) Service Request	☐ Once a week	☐ Once a month	☐ Once a year	☐ n/a
3) Complaint	☐ Once a week	☐ Once a month	☐ Once a year	☐ n/a
4) Advocacy/Voice Opinion	☐ Once a week	☐ Once a month	☐ Once a year	☐ n/a
5) Referral	☐ Once a week	☐ Once a month	☐ Once a year	☐ n/a

6) Other: _____

2. When you wish to reach a City department, a City Council office, or other Government agency, how do you determine who to contact? (Please check one.)
   1) ☐ Telephone Book
   2) ☐ Call Telephone Information
   3) ☐ Internet Search
   4) ☐ Go to an Office. Which one? _____
   5) ☐ Other: _____

3. How do you usually contact a City department? (Please check all that apply.)
   1) ☐ In person, at the department's main (downtown) location
   2) ☐ In person, at one or several satellite locations
   3) ☐ By mail
   4) ☐ By telephone
   5) ☐ By telephone hotline
   6) ☐ By fax
   7) ☐ Electronically (email/website)
   8) ☐ Attend public hearings/workshops
   9) ☐ Other: _____

4. Internet Access:
   1) Do you have personal access to the Internet? ☐ Yes ☐ No
   2) Do you use it? ☐ Yes ☐ No

5. Which City departments do you most frequently contact? Why?
   1) ☐ _____ _____
   2) ☐ _____ _____
   3) ☐ _____ _____
   4) ☐ _____ _____

6. Is there a service that you would like the City to provide locally?
   1) ☐ Yes. Please explain _____
   2) ☐ No.

—Thank you for completing this Customer Service Questionnaire—

Regional Workshop for the Development of The Plan for Neighborhood Councils
Department of Neighborhood Empowerment (D.O.N.E.) Board of Neighborhood Commissioners

WORKSHOP QUESTIONNAIRE

Workshop Number: _____ Today's Date:_____ Your Zip Code:_ _ _ _ _

Welcome and thank you for participating in this D.O.N.E. regional workshop. Your opinions and ideas about the development of Neighborhood Councils are very important. Please take a few minutes to complete this questionnaire. The information you provide will assist the Department of Neighborhood Empowerment in creating The Plan for Neighborhood Councils. After completing the questionnaire, we will discuss the topics on the other hand-out.

---

1. **How did you hear about this workshop?** (Check ✓ all that apply)
   1) ☐ From a friend, neighbor, or group to which I belong
   2) ☐ Received the flyer in the mail
   3) ☐ Received the flyer in person from a workshop organizer
   4) ☐ Received the flyer from another City department. Which one? _____
   5) ☐ Picked up the flyer at the library or at school
   6) ☐ Contacted by telephone by a workshop organizer
   7) ☐ On the City of Los Angeles Dept. of Neighborhood Empowerment web site
   8) ☐ On the City web site
   9) ☐ Read article in the newspaper
   10) ☐ Other (please indicate) _____

2. **Please describe why you spend time in your community or neighborhood.** (Check ✓ all that apply)
   1) ☐ I live here and rent my home, apartment, or condominium
   2) ☐ I live here and own my home or condominium
   3) ☐ I am a property owner (residential or commercial)
   4) ☐ I own or run a business
   5) ☐ I participate in a community-based organization
   6) ☐ I am a member of a religious congregation or faith-based organization
   7) ☐ Other (employee in the area, student, shop or visit frequently in the area, etc.) (please indicate) _____

3. **Please indicate if you are part of a local organization.** (Check ✓ all that apply)
   1) ☐ No affiliation
   2) ☐ Homeowner's association
   3) ☐ Community-based organization
   4) ☐ Non-profit organization
   5) ☐ Religious or faith-based organization
   6) ☐ Business organization (e.g., Chamber of Commerce)
   7) ☐ Labor organization
   8) ☐ Other (please indicate) _____

Continue on back page →

4. **Neighborhood Council Meetings.** Once established, how often would you expect your Neighborhood Council to meet? How often should the congress of Neighborhood Councils meet? (all Neighborhood Councils city-wide) (Please check ✓ one in each column)

Neighbhorhood Council Meetings	CityWide Meetings
1) ☐ Monthly	5) ☐ Quarterly
2) ☐ Every other month	6) ☐ Twice a year
3) ☐ Quarterly	7) ☐ Annually
4) ☐ Other _____	8) ☐ Other _____

5. **Neighborhood Council Success.** Many factors will influence the success of Neighborhood Councils. Please check ✓ the five that are most important to you. (Choose only 5)

Check ✓ 5	Success Factors
1) _____	Having a greater sense of community and knowing more about your neighborhood
2) _____	Influencing how City resources are spent in your neighborhood
3) _____	Having good attendance at Neighborhood Council meetings, broad participation
4) _____	Learning how to get what you want from the City, understanding how city departments operate
5) _____	Having good Neighborhood Council management – is it well-run, are meetings scheduled routinely, etc.
6) _____	Making City departments more responsive to Neighborhood Council requests and concerns
7) _____	Having a responsive Neighborhood Council – having your Neighborhood Council convene quickly to discuss important topics as they come up, such as tree trimming, street services, new business development, etc.
8) _____	Having the ability to raise funds for your Neighborhood Council
9) _____	Influencing decisions made by City Hall (Mayor, Council, Commissions, Departments, etc.)

6. **Important Issues.** Many factors contribute to the quality of life in your community or neighborhood. Please check ✓ the five that are most important to you. (Choose only 5)

Check ✓ 5	Importance to Quality of Life
1) _____	Business development (types of businesses, location of businesses, new business, etc.)
2) _____	Community improvement projects (block parties, tree planting, beautification, community partnerships with stakeholders, etc.)
3) _____	Appearance or physical condition of your neighborhood (lighting, landscape, street maintenance, litter, graffiti, etc.)
4) _____	Land use, development, redevelopment, historic preservation, zoning, etc.
5) _____	Noise (aircraft/helicopter, parties, night business activities, traffic, etc.)
6) _____	Parking on your street, business or residential
7) _____	Parks and other community resources (cultural activities, senior services, youth programs, recreational activities, etc.)
8) _____	Private property maintenance, condition of buildings
9) _____	Public safety (police, fire, paramedics)
10) _____	Traffic and street safety
11) _____	Neighborhood Council self-reliance/self-sufficiency
12) _____	Other (please explain) _____

Regional Workshop for the Development of The Plan for Neighborhood Councils
Department of Neighborhood Empowerment (D.O.N.E.) Board of Neighborhood Commissioners

DISCUSSION TOPICS

1) Please write a brief comment on each of these topics on the post-it notes provided.
2) Stick your comment up on the appropriate flip chart.
3) Your facilitator will read all comments out loud.
4) The group will discuss each topic. Please join our discussion even if you don't write a comment.

* * * * *

1 **Defining Your Neighborhood.** The City Charter states that a Neighborhood Council represent everyone who lives, works, or owns property in a community and that Neighborhood Councils must include the many diverse interests in a community.

- What factors should be taken into consideration in determining the boundaries of a Neighborhood Council? For example: geographic size (no larger than x, no smaller than y); population (no larger than x, no smaller than y); location of landmarks, institutions, schools, businesses, or anything else that gives the neighborhood its character and deserves to be included in its boundaries; historical recognition of neighborhood boundaries; physical or geographic barriers, such as the Los Angeles River, mountains, or freeways; boundaries of existings BIDS, specific plans, etc.

2 **Organization of Neighborhood Councils.** To be a certified Neighborhood Council, every Neighborhood Council must have an organization plan and by-laws (rules of order).

- How would you organize your Neighborhood Council?
- What do you see as the size and structure of your Neighborhood Council Board?
- How should your Board be configured to ensure representation of stakeholders?
- How should the leaders of your Neighborhood Council be selected to ensure fairness, openness, and broad stakeholder representation?
- What goals would you set for your Neighborhood Council?

3 **Success of Neighborhood Councils.**

- What will make your Neighborhood Council successful?
- What kinds of issues should Neighborhood Councils tackle?

* * * * *

Thank you for attending this workshop and completing this survey. Community opinions and ideas will give the Department of Neighborhood Empowerment the important information it needs to develop the Neighborhood Council Plan, prior to the establishment of Neighborhood Councils. Summary comments will be transcribed and your questionnaire answers will be entered into a database for further analysis. Please address your suggestions and questions to the Department of Neighborhood Empowerment, 305 E. First Street, Los Angeles, CA 90012. Tel: (213) 485-1360, Fax: (213) 485-4608.

It's your voice, your neighborhood, and your city
–You are the key to responsive government

Appendix C
Explanation of Workshop Database Reports

Report I: Workshop Profile

This report presents the date, location, and region served for each workshop. As each workshop occurs, the number of individuals who signed in and the number of individuals who completed Workshop Questionnaires will also be listed.

City of Los Angeles Department of Neighborhood Empowerment
Neighborhood Council Workshop Questionnaire Results

Workshop Profile: All Workshops

Workshop Number	Date	Number of Participants who: Signed In	Completed the Questionnaire	Region	Location
1	09-Mar-2000	250	177	Westlake, Wilshire, South Los Angeles, Southeast Los Angeles	St. Sophia's Cathedral
2	15-Mar-2000	127	132	Westwood, Brentwood, Pacific Palisades, West Los Angeles, Palms, Beverly Crest	Felicia Mahood Senior Center
3	21-Mar-2000	219	158	Silverlake, Echo Park, Hollywood	Logan Street Elementary School
4	29-Mar-2000	103	82	Chatsworth, Porter Ranch, Granada Hills, Knollwood, Northridge	Oliver Wendell Holmes Middle School
5	05-Apr-2000	159	129	West Adams, Baldwin Hills, Leimert Park, South Los Angeles	Crenshaw Christian Center
6	12-Apr-2000	131	113	San Pedro, Wilmington, Harbor City, Harbor Gateway	Peck Park
7	18-Apr-2000	39	35	Mission Hills, Panorama City, North Hills, Van Nuys, North Sherman Oaks	James Monroe High School
8	26-Apr-2000	187	157	Wilshire, Hollywood	John Burroughs Middle School
9	03-May-2000	118	90	Westchester, Playa del Rey, Del Rey, Venice	Loyola Marymount University, St. Robert's Hall
10	10-May-2000	144	105	Northeast	Ramona Hall

Workshop Number	Date	Number of Participants who: Signed In	Completed the Questionnaire	Region	Location
11	16-May-2000	108	76	Arleta, Pacoima, Sylmar, Sunland, Tujunga, Lake View Terrace, La Tuna Canyon, Shadow Hills, Sun Valley	Northeast Valley Senior Center
12	07-Jun-2000	108	100	Central City, Central City North, Westlake	DWP Building, Portland Room
13	14-Jun-2000	103	86	Canoga Park, Winnetka, Woodland Hills, Reseda, West Van Nuys, Encino, Tarzana	Sherman Oaks Center for Enriched Studies
14	20-Jun-2000	69	66	Southeast Los Angeles, South Los Angeles	Watts Labor Community Action Committee
15	28-Jun-2000	140	110	Sherman Oaks, Studio City, Toluca Lake, North Hollywood	CBS Studios
16	06-Jul-2000	149	68	Boyle Heights	Roosevelt High School
	Total	**2,154**	**1,684**		

Report II: Responses Compared by Workshop

This report compares the total responses to each Workshop Questionnaire question on a workshop-by-workshop basis. A copy of the questionnaire is included.

Report Format and Interpretation

Responses Compared by Workshop

This report compares the total responses to each question on a Workshop by Workshop basis.

The first three questions provide information about the participants' interest in their community and neighborhood: How they heard about the workshop, why they spend time in their neighborhood, and whether they are affiliated with an organization. Participants checked "all that apply" in questions 1 through 3.

In Question 4, Workshop participants indicated their preferences regarding how frequently their Neighborhood Council should meet and how frequently the Congress of Neighborhood Councils should meet. Participants checked one each, for Neighborhood Council meetings and city-wide Congress of Neighborhood Councils, respectively.

In Question 5, Workshop participants selected the five most important "success factors" influencing the success of Neighborhood Councils.

In Question 6, Workshop participants selected the five most important "quality of life" issues in their community.or neighborhood.

Percentages

Percentages indicate the percentage of participants who responded to a question divided by the number of completed questionnaires.

Number of Questionnaires Completed.

Because participants could check more than one answer for these questions, the total number of responses per question is greater than the total number of completed questionnaires.

	Workshop Number:																
	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11	#12	#13	#14	#15	#16	Total
Number of Participants Signed In:	250	127	219	103	159	131	39	187	118	144	108	108	103	69	140	149	2,154
Number of Questionnaires Completed:	177	132	158	82	129	113	35	157	90	105	76	100	86	66	110	68	1,686
1 How did you hear about this workshop? (Participants checked all that applied.)																	
1-01. From a friend, neighbor, or group to which I belong	49%	40%	57%	34%	48%	40%	20%	55%	43%	49%	53%	50%	23%	47%	35%	35%	45%
1-02. Received the flyer in the mail	34%	45%	21%	34%	31%	38%	34%	32%	40%	34%	24%	32%	42%	38%	42%	34%	34%
1-03. Received the flyer in person from a workshop organizer	16%	5%	8%	5%	15%	15%	11%	16%	9%	10%	21%	10%	8%	18%	6%	10%	12%
1-04. Received the flyer from another City department	11%	10%	4%	7%	6%	16%	17%	6%	6%	11%	8%	6%	9%	8%	10%	3%	8%
1-05. Picked up the flyer at the library or at school	4%	0%	2%	0%	2%	4%	6%	1%	4%	7%	5%	4%	2%	8%	5%	4%	3%
1-06. Contacted by telephone by a workshop organizer	11%	12%	5%	2%	13%	4%	3%	11%	7%	5%	5%	11%	1%	2%	6%	12%	8%
1-07. On the City of Los Angeles Dept. of Neighborhood Empowerment web site	1%	4%	1%	6%	2%	2%	9%	7%	4%	6%	5%	8%	6%	3%	6%	6%	4%
1-08. On the City web site	0%	4%	1%	1%	0%	2%	14%	3%	2%	5%	5%	2%	3%	0%	2%	4%	2%
1-09. Read article in the newspaper	11%	14%	11%	39%	5%	28%	29%	13%	14%	7%	14%	6%	19%	2%	15%	1%	14%
1-10. Other	24%	23%	30%	17%	20%	24%	20%	23%	21%	26%	18%	20%	21%	11%	23%	16%	22%

	Workshop Number:																
	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11	#12	#13	#14	#15	#16	Total
Number of Participants Signed In:	**250**	**127**	**219**	**103**	**159**	**131**	**39**	**187**	**118**	**144**	**108**	**108**	**103**	**69**	**140**	**149**	**2,154**
Number of Questionnaires Completed:	**177**	**132**	**158**	**82**	**129**	**113**	**35**	**157**	**90**	**105**	**76**	**100**	**86**	**66**	**110**	**68**	**1,686**
2 Please describe why you spend time in your community or neighborhood. (Participants checked all that applied.)																	
2-01. I live here and rent my home, apartment, or condominium	34%	18%	46%	11%	22%	24%	26%	31%	29%	19%	17%	29%	17%	20%	23%	24%	26%
2-02. I live here and own my home or condominium	38%	73%	38%	72%	64%	69%	63%	56%	64%	73%	66%	40%	73%	74%	67%	41%	59%
2-03. I am a property owner (residential or commercial)	27%	39%	26%	41%	41%	45%	46%	34%	34%	44%	45%	22%	44%	38%	45%	34%	37%
2-04. I own or run a business	12%	15%	10%	17%	16%	14%	17%	17%	30%	18%	13%	11%	20%	12%	25%	12%	16%
2-05. I participate in a community-based organization	58%	63%	67%	52%	55%	62%	49%	59%	60%	59%	72%	63%	57%	52%	57%	32%	59%
2-06. I am a member of a religious congregation or faith-based organization	12%	20%	13%	22%	33%	22%	20%	21%	18%	31%	25%	21%	22%	35%	21%	13%	21%
2-07. Other	30%	22%	24%	27%	18%	32%	23%	20%	24%	27%	30%	29%	23%	15%	27%	15%	24%

	Workshop Number:																
	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11	#12	#13	#14	#15	#16	Total
Number of Participants Signed In:	250	127	219	103	159	131	39	187	118	144	108	108	103	69	140	149	2,154
Number of Questionnaires Completed:	177	132	158	82	129	113	35	157	90	105	76	100	86	66	110	68	1,686
3 Please indicate if you are part of a local organization. (Participants checked all that applied.)																	
3-01. No affiliation	15%	7%	4%	17%	5%	8%	23%	9%	14%	16%	13%	10%	14%	17%	15%	18%	12%
3-02. Homeowner's association	16%	60%	24%	21%	12%	30%	34%	37%	23%	26%	21%	13%	35%	3%	51%	26%	28%
3-03. Community-based organization	48%	43%	59%	39%	53%	47%	37%	48%	39%	51%	54%	49%	31%	44%	30%	29%	45%
3-04. Non-profit organization	36%	32%	39%	38%	31%	44%	26%	34%	31%	44%	36%	42%	24%	30%	26%	28%	35%
3-05. Religious or faith-based organization	12%	20%	11%	23%	29%	22%	11%	20%	21%	30%	25%	19%	26%	33%	23%	16%	21%
3-06. Business organization	7%	11%	6%	23%	5%	18%	9%	10%	24%	13%	20%	9%	20%	6%	27%	1%	13%
3-07. Labor organization	3%	2%	9%	5%	5%	8%	3%	6%	1%	8%	5%	8%	3%	3%	2%	1%	5%
3-08. Other	14%	17%	16%	16%	16%	21%	26%	11%	24%	18%	16%	28%	23%	14%	15%	7%	17%

	Workshop Number:																
	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11	#12	#13	#14	#15	#16	Total
Number of Participants Signed In:	250	127	219	103	159	131	39	187	118	144	108	108	103	69	140	149	2,154
Number of Questionnaires Completed:	177	132	158	82	129	113	35	157	90	105	76	100	86	66	110	68	1,686
4 Neighborhood Council Meetings. How often should Neighborhood Councils meet? How often should the Congress of Neighborhood Councils meet? (Participants checked one each.)																	
4-01. Monthly	60%	49%	56%	51%	56%	69%	60%	59%	56%	58%	75%	63%	65%	67%	65%	53%	60%
4-02. Every other month	16%	20%	13%	13%	13%	9%	14%	18%	21%	22%	11%	14%	19%	14%	16%	9%	15%
4-03. Quarterly	9%	11%	4%	11%	12%	6%	9%	11%	14%	10%	7%	7%	3%	15%	10%	4%	9%
4-04. Other	2%	8%	7%	9%	6%	6%	3%	5%	6%		1%	1%	5%		5%	3%	5%
4-05. Quarterly	35%	36%	33%	24%	36%	42%	34%	38%	38%	39%	54%	46%	51%	35%	47%	25%	38%
4-06. Twice a year	15%	24%	16%	26%	10%	17%	17%	24%	23%	23%	12%	22%	15%	17%	25%	7%	19%
4-07. Annually	7%	14%	3%	4%	5%	8%	3%	10%	9%	3%	5%	4%	6%	3%	5%	4%	6%
4-08. Other	2%	2%	4%	10%	7%	4%	9%	4%	8%	5%	3%	1%	1%	2%	5%	1%	4%

	Workshop Number:																
	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11	#12	#13	#14	#15	#16	Total
Number of Participants Signed In:	250	127	219	103	159	131	39	187	118	144	108	108	103	69	140	149	2,154
Number of Questionnaires Completed:	177	132	158	82	129	113	35	157	90	105	76	100	86	66	110	68	1,686
5 Neighborhood Council Success. Many factors will influence the success of Neighborhood Councils. (Participants checked the five most important success factors.)																	
5-01. Having a greater sense of community and knowing more about your neighborhood	54%	43%	45%	43%	52%	47%	63%	50%	44%	57%	59%	45%	50%	50%	57%	40%	49%
5-02. Influencing how City resources are spent in your neighborhood	63%	76%	63%	67%	74%	75%	71%	68%	80%	73%	67%	68%	83%	70%	85%	59%	71%
5-03. Having good attendance at Neighborhood Council meetings, broad participation	26%	22%	27%	16%	22%	27%	26%	22%	24%	24%	28%	18%	15%	29%	15%	16%	22%
5-04. Learning how to get what you want from the City, understanding how City departments operate	56%	49%	44%	38%	67%	54%	34%	59%	62%	55%	61%	66%	58%	61%	61%	51%	55%
5-05. Having good Neighborhood Council management -- is it well-run, are meetings scheduled routinely, etc.	31%	30%	23%	33%	30%	29%	29%	31%	31%	41%	54%	30%	28%	27%	35%	24%	31%
5-06. Making City departments more responsive to Neighborhood Council requests and concerns	75%	73%	63%	68%	69%	77%	66%	77%	78%	70%	67%	75%	81%	85%	86%	59%	73%
5-07. Having a responsive Neighborhood Council -- having your Neighborhood Council convene quickly to discuss important topics as they come up	60%	52%	46%	57%	60%	63%	57%	61%	50%	50%	55%	52%	59%	55%	56%	49%	55%
5-08. Having the ability to raise funds for your Neighborhood Council	18%	7%	16%	7%	12%	14%	6%	19%	13%	16%	22%	13%	10%	17%	17%	19%	15%
5-09. Influencing decisions made by City Hall (Mayor, Council, Commissions, Departments, etc.)	63%	70%	63%	71%	65%	79%	63%	71%	78%	70%	57%	66%	76%	71%	75%	57%	69%

	Workshop Number:																
	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11	#12	#13	#14	#15	#16	Total
Number of Participants Signed In:	**250**	**127**	**219**	**103**	**159**	**131**	**39**	**187**	**118**	**144**	**108**	**108**	**103**	**69**	**140**	**149**	**2,154**
Number of Questionnaires Completed:	**177**	**132**	**158**	**82**	**129**	**113**	**35**	**157**	**90**	**105**	**76**	**100**	**86**	**66**	**110**	**68**	**1,686**
6 Important Issues. Many factors contribute to the quality of life in your community or neighborhood. (Participants checked the five most important success factors.)																	
6-01. Business development	47%	31%	28%	41%	61%	46%	51%	38%	42%	49%	58%	41%	42%	52%	48%	28%	43%
6-02. Community improvement projects	62%	41%	54%	41%	44%	48%	37%	52%	47%	59%	47%	57%	41%	52%	52%	38%	50%
6-03. Appearance or physical condition of your neighborhood	72%	64%	57%	71%	77%	68%	71%	75%	74%	82%	82%	69%	83%	91%	85%	66%	73%
6-04. Land use, development, redevelopment, historic preservation, zoning, etc.	42%	68%	49%	62%	43%	66%	46%	57%	64%	64%	57%	51%	63%	30%	64%	41%	55%
6-05. Noise	14%	30%	16%	15%	20%	21%	26%	17%	42%	14%	22%	11%	26%	29%	39%	24%	22%
6-06. Parking on your street (business or residential)	19%	22%	26%	2%	19%	9%	3%	28%	19%	13%	13%	22%	12%	15%	22%	13%	18%
6-07. Parks and other community resources	53%	43%	54%	44%	50%	61%	43%	45%	48%	64%	53%	56%	53%	41%	45%	44%	51%
6-08. Private property maintenance, condition of buildings	25%	12%	18%	22%	43%	27%	26%	21%	12%	27%	28%	24%	23%	29%	21%	13%	23%
6-09. Public safety	53%	52%	43%	49%	50%	50%	37%	66%	58%	50%	70%	68%	57%	61%	65%	53%	55%
6-10. Traffic and street safety	32%	53%	33%	34%	30%	35%	37%	38%	44%	21%	28%	34%	42%	39%	41%	35%	36%
6-11. Neighborhood Council self-reliance/self-sufficiency	21%	12%	21%	13%	20%	15%	9%	19%	11%	12%	18%	14%	17%	23%	13%	13%	16%

	Workshop Number:																
	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11	#12	#13	#14	#15	#16	Total
Number of Participants Signed In:	250	127	219	103	159	131	39	187	118	144	108	108	103	69	140	149	2,154
Number of Questionnaires Completed:	177	132	158	82	129	113	35	157	90	105	76	100	86	66	110	68	1,686
6-12. Other	5%	5%	16%	5%	5%	12%	20%	10%	11%	4%	12%	8%	3%	11%	3%	3%	8%

APPENDIX G4

OUTREACH EFFORTS FOR PUBLIC HEARINGS

- ***Flyers***

Community Organizations/Individuals	18,900 distributed
Educational Institutions	29,700 distributed
Faith-Based Organizations	17,000 distributed
Businesses	6,000 distributed
City Agencies & Media	130,000 distributed
Total	**201,600 distributed**

- ***Presentations/Learning Sessions*** — 68 to stakeholders
- ***Draft Plans*** — 73,000 distributed
- ***E-mail flyers*** — 25,000 contacts
- ***Assistance by Organizations*** — over 200 organizations assisted in outreach
- ***Phone Banking*** — approximately 20 organizations called per hearing

APPENDIX G5

DRAFT PLAN DISTRIBUTION

ORGANIZATION	# DRAFT PLANS
Los Angeles City Libraries	20,700
Department of Recreation and Parks	22,500
Learning Session Partners	3,200
Public Hearings	1100
DONE Database Mail-Out	25,500
TOTAL DRAFT PLANS	**73,000**

APPENDIX G6

LEARNING SESSIONS

	Date	Organization
1.	September 13	Saint Vincent Youth Center
2.	September 13	Rabbi Israel Hirsch
3.	September 13	West Los Angeles Chamber of Commerce
		Westwood Homeowners Association
4.	September 14	Grass Roots Venice
5.	September 14	Hyde Park Organizational Partnership for Empowerment (HOPE)
6.	September 16	Omar Ibn Al Khattab
7.	September 18	Felicia Mahood Center
		Westside Fair Housing Council
		Anti-Defamation League
8.	September 19	Social & Public Art Resource Center (SPARC)
9.	September 20	Palisades Residents Association
		Point Fermin Residents Association
		San Pedro Peninsula Coalition
10.	September 20	El Sereno Youth Development Corporation
11.	September 21	Chinatown Service Center
12.	September 21	Family Love Project
13.	September 21	Organization for the Needs of the Elderly
14.	September 21	Wilmington Citizens Committee
15.	September 25	Wilshire Park Association
16.	September 26	Fairfax Business Association
17.	September 26	186th Street Homeowners Association
		Halldale Group
18.	September 27	Vermont Slauson Economic Corporation
19.	September 27	Wilmington Senior Center
20.	September 29	Lincoln Heights Neighborhood Association
		Lincoln Heights Business Improvement District

21.	September 30	Boyle Heights Residents and Homeowners
		Hillside Village Property Owners Association
22.	September 30	Family Federal Credit Union
23.	October 2	Bridge Focus
24.	October 2	Saint Gerard Majella Catholic Church
25.	October 2	Belmont High School (Mr. Wess' class)
26.	October 2	Belmont High School (Mr. Lackner's class)
27.	October 3	135th Street Neighborhood Watch
		Harbor Gateway Community Action Group
28.	October 4	Boyle Heights Residents and Homeowners
		Hillside Village Property Owners Association
29.	October 4	Harbor Gateway Chamber of Commerce
30.	October 4	Palms Elementary School (morning)
31.	October 4	Palms Elementary School (evening)
32.	October 4	Hyde Park Organizational Partnership for Empowerment (HOPE)
33.	October 9	Saint Gerard Majella Catholic Church
34.	October 11	Lincoln Heights Neighborhood Association
		Lincoln Heights Business Improvement District
35.	October 11	Chinese Chamber of Commerce
36.	October 12	8th District Empowerment Congress
37.	October 17	Concerned Neighbors
38.	October 18	East Valley Senior Citizen Multipurpose Center
39.	October 18	Van Nuys TNI
40.	October 30	Korean American Coalition

APPENDIX G7

LEARNING SESSION ATTENDANCE

DATES	NUMBER OF LEARNING SESSIONS	ATTENDANCE
Through September 22	14	244
September 23-29	6	87
October 2-6	12	264
October 9-13	4	75
October 16-30	4	45
TOTAL	**40**	**715**

APPENDIX G8

COMMUNITY PRESENTATION HOSTS

1. 9th/10th/11th Avenue Neighborhood Watch
2. Baldwin Hills Homeowners Association
3. Beyond 2000
4. Chinatown Service Center
5. Highland Park Neighborhood Association
6. Holy Hill Church
7. Korean American Coalition
8. Mar Vista Festival
9. Northeast Valley Residents Association
10. Norton Avenue Neighborhood Association
11. L.A.P.D. Rampart Division Regional Meeting
12. Ward African Methodist Episcopal Church
13. Echo Park Improvement Association
14. Regal Biltmore Hotel (employee)
15. Chinese Chamber of Commerce
16. Mt. Olympus Homeowners Association
17. 8th District Empowerment Congress
18. Chinatown Public Safety Association
19. Commanding Captains of the Rampart, Central, and Southeast Police Divisions
20. Little Tokyo Community Council
21. St. Thomas Mystery Baptist Church
22. Westside Civic Federation
23. Chinatown Business League
24. Watts Bridges South Area Coordinating Committee (WLCAC)
25. Mid-Los Angeles Bridges Coordinating Committee (Power of Love Christian Fellowship Ctr.)
26. Hyde Park Organizational Partnership for Empowerment (HOPE)
27. Council District 10 community organizations
28. People for Livable and Active Neighborhoods in Los Angeles (PLAN LA)
29. Crenshaw Neighbors, Inc.

APPENDIX G9

LIST OF OUTREACH ADVERTISEMENTS

RUN DATES	HEARING LOCATION	WEEKLY NEWSPAPER	DAY PUBLISHED
October 4	Sunland/Tujunga	Sunland/Tujunga Record Ledger	Wednesday
October 4	Echo Park	LA Independent	Wednesday
October 4	Wilmington	Wilmington Beacon	Wednesday
October 5	Mar Vista	The Argonaut	Thursday
October 4	El Sereno	El Sereno Star	Wednesday
October 5 October 12		Eastside Sun	Thursday
October 11	Hollywood	LA Independent-Hollywood	Wednesday
October 12 October 19	South Central	Sentinel	Thursday
October 13	Sherman Oaks	El Economico-San Fernando	Friday
October 18 October 25	Mid-City	LA Independent-Wilshire	Wednesday
October 20 October 27	Pacoima	El Economico-San Fernando	Friday

FLYER INSERT INFORMATION		
HEARING DATES	NEWSPAPER	AMOUNT OF FLYERS
October 5	Daily News	50,000
October 24		
October 28		
October 14	LA Opinion	50,000

APPENDIX H

CHARTER ARTICLE IX – DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT

ARTICLE IX DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT

Sec. 900. Purpose.

To promote more citizen participation in government and make government more responsive to local needs, a citywide system of neighborhood councils, and a Department of Neighborhood Empowerment is created. Neighborhood councils shall include representatives of the many diverse interests in communities and shall have an advisory role on issues of concern to the neighborhood.

Sec. 901. Department of Neighborhood Empowerment.

The Department of Neighborhood Empowerment shall have the duties and responsibilities set forth in this Article and elsewhere in the Charter to implement and oversee the ordinances and regulations creating the system of neighborhood councils enacted pursuant to Section 905. Duties and responsibilities shall include:

(a) prepare a plan for the creation of a system of neighborhood councils to ensure that every part of the City is within the boundary of a neighborhood council, and has an opportunity to form a neighborhood council (Plan);

(b) assist neighborhoods in preparing petitions for recognition or certification, identifying boundaries that do not divide communities, and organizing themselves, in accordance with the Plan;

(c) arrange Congress of Neighborhood meetings if requested to do so by recognized neighborhood councils;

(d) assist neighborhood councils with the election or selection of their officers;

(e) arrange training for neighborhood councils' officers and staff;

(f) assist neighborhood councils to share resources, including offices, equipment, and other forms of support for them to communicate with constituents, other neighborhood councils and with government officials; and

(g) perform other duties as provided by ordinance.

Sec. 902. Board of Neighborhood Commissioners.

(a)There shall be a board of seven commissioners to be known as the Board of Neighborhood Commissioners (board). Commissioners shall be appointed by the Mayor, and shall be from diverse geographic areas, as further specified by ordinance. Appointment and removal of commissioners shall otherwise be in accordance with Section 502.

(b) The board shall be responsible for policy setting and policy oversight, including the approval of contracts and leases and the promulgation of rules and regulations, but shall not be responsible for day-to-day management.

(c) The board shall operate in accordance with Sections 503 through 508 and 510 of the Charter.

Sec. 903. General Manager.

(a) There shall be a general manager of the Department of Neighborhood Empowerment who shall be appointed by the Mayor, subject to confirmation by the Council, and may be removed as provided in Section 508.

(b) The general manager shall have those powers and duties set forth in Section 510.

(c) The general manager shall appoint, discharge and prescribe the duties of staff, consistent with the civil service provisions of the Charter.

Sec. 904. Development of the Neighborhood Council Plan.

The Department of Neighborhood Empowerment shall develop a Plan for a citywide system of neighborhood councils, in conformance with the following:

(a) The Department of Neighborhood Empowerment shall seek public input in the formulation of the Plan.

(b) The Plan shall contain a statement of goals, policies and objectives of the neighborhood Council system, and shall contain specific regulations, in draft ordinance format (Regulations) which, if adopted by ordinance, would be sufficient to implement the Plan.

(c) The Regulations shall establish the method by which boundaries of neighborhood councils will be determined. The system for determining boundaries shall maintain neighborhood boundaries to the maximum extent feasible, and may consider community planning district boundaries where appropriate.

(d) The Regulations must ensure that all areas of the City are given an equal opportunity to form neighborhood councils.

(e) The Regulations shall establish the procedure and criteria for recognition or certification of neighborhood councils.

(f) The Regulations shall not restrict the method by which the members of a neighborhood council are chosen, if the process otherwise satisfies the requirements of this Article.

(g) The Regulations shall require that neighborhood councils adopt fair and open procedures for the conduct of their business.

(h) The Mayor and Council shall provide for the creation of the Department of Neighborhood Empowerment and appointment of the general manager within 120 days of the effective date of this Article.

Sec. 905. Implementation of the Plan.

The Department of Neighborhood Empowerment shall complete development of the Plan and present the Plan and all necessary Regulations for a system of neighborhood councils to the Council and Mayor within one year of the establishment of the department and commission. The Council shall consider the Regulations, and within six months after presentation of the Plan to Council may adopt ordinances to implement the Regulations as proposed, or as modified by the Council consistent with the requirements of the Plan set forth in Section 904. If implementing ordinances are not

adopted within this time period, the Regulations shall become effective, and to the extent not inconsistent with law shall be binding upon all City departments

and offices.

Sec. 906. Certification of Neighborhood Councils.

(a) **By-laws**. Each neighborhood council seeking official certification or recognition from the City shall submit an organization plan and by-laws to the Department of Neighborhood Empowerment showing, at a minimum:

(1) the method by which their officers are chosen;

(2) neighborhood council membership will be open to everyone who lives, works or owns property in the area (stakeholders);

(3) assurances that the members of the neighborhood council will reflect the diverse interests within their area;

(4) a system through which the neighborhood council will communicate with stakeholders on a regular basis;

(5) a system for financial accountability of its funds; and

(6) guarantees that all meetings will be open and public, and permit, to the extent feasible, every stakeholder to participate in the conduct of business, deliberation and decision-making.

(b) **Petitioning for Certification and Approval**. Neighborhood councils may petition for certification or recognition in accordance with rules and procedures set forth in the Plan.

Sec. 907. Early Warning System.

The Regulations shall establish procedures for receiving input from neighborhood councils prior to decisions by the City Council, City Council Committees and boards and commissions. The procedures shall include, but need not be limited to, notice to neighborhood councils as soon as practical, and a reasonable opportunity to provide input before decisions are made. Notices to be provided include matters to be considered by the City Council, City Council Committees, and City boards or commissions.

Sec. 908. Powers of Neighborhood Councils.

Subject to applicable law, the City Council may delegate its authority to neighborhood councils to hold public hearings prior to the City Council making a decision on a matter of local concern.

Sec. 909. Annual City Budget Priorities.

Each neighborhood council may present to the Mayor and Council an annual list of priorities for the City budget. The Mayor shall inform certified neighborhood councils of the deadline for submission so that the input may be considered in a timely fashion.

Sec. 910. Monitoring of City Services.

Neighborhood councils shall monitor the delivery of City services in their respective areas and have periodic meetings with responsible officials of City departments, subject to their reasonable availability.

Sec. 911. Appropriation.

The Mayor and Council shall appropriate funds for the Department of Neighborhood Empowerment and for the startup and functioning of neighborhood councils for the first two years after the effective date of this Article. Funds shall be appropriated into a special fund to be established by ordinance. The Mayor and Council shall thereafter appropriate funds for the department and neighborhood councils at least one year in advance of each subsequent fiscal year.

Sec. 912. Review.

The Mayor and Council shall appoint a commission as prescribed by ordinance to evaluate the provisions of this Article the Regulations adopted pursuant to this Article, and the efficacy of the system of neighborhood councils no later than seven years after the adoption of the Charter. The commission shall make recommendations to the Council regarding changes to the Charter or the Regulations, as it deems appropriate.

Sec. 913. Transfer of Powers.

Notwithstanding any other provision of the Charter, the Mayor and Council shall not transfer powers, duties or functions of the Department of Neighborhood Empowerment to any other department, office or agency pursuant to Section 514 during the first five years after implementation of the Plan pursuant to Section 905.

Sec. 914. Effect of Ordinances.

The Council may adopt ordinances concerning neighborhood councils consistent with requirements for the Plan set forth in Section 904 at any time, which ordinances shall supersede any inconsistent Regulations that have become effective pursuant to Section 905.

APPENDIX I

DONE ORDINANCE (ADMINISTRATIVE CODE)

ORDINANCE No.172728

An ordinance amending Division 22 of the Los Angeles Administrative Code, creating a Department of Neighborhood Empowerment.

THE PEOPLE OF THE CITY OF LOS ANGELES DO ORDAIN AS FOLLOWS:

Section 1. Division 22 of the Los Angeles Administrative Code is hereby amended by adding a new Chapter 28 to read:

CHAPTER 28 THE DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT

ARTICLE 1 DUTIES OF THE DEPARTMENT

Sec. 22.800. Purposes. There shall be a department in the City government known as the Department of Neighborhood Empowerment which shall be referred to in this Chapter as the "Department." This Department shall be charged with the goal of promoting increased public participation in government and working to make government more responsive to local needs. The Department shall ensure that every part of the City is within the boundaries of a neighborhood council. The Department shall provide equal opportunity for all by enabling neighborhood groups to form neighborhood councils. The Department shall facilitate the delivery of City services to the neighborhoods by helping to identify and coordinate the needs of the communities with the responsibilities of the City departments by coordinating and involving the relevant City staff in integrated problem-solving with the neighborhood councils.

Sec. 22.801. Duties of the Department. The Department shall:

(a) implement and oversee compliance with City ordinances and regulations relating to a system of neighborhood councils;

(b) prepare a Neighborhood Council Plan (Plan) for the creation of a system of neighborhood councils to ensure that every part of the City is within the boundary of a neighborhood council and that each neighborhood has an opportunity to form a neighborhood council, in accordance with Section 22.809;

(c) determine methods for certification of neighborhood councils;

(d) assist neighborhoods in preparing petitions for recognition or certification, identifying boundaries that minimize the division of communities and organizing themselves in accordance with the Plan;

(e) help neighborhood councils to meet together on a citywide basis and facilitate these meetings if and when requested to do so by recognized neighborhood councils;

(f) assist neighborhood councils with the election or selection of their officers;

(g) assist neighborhood councils to share resources, including offices, equipment and other forms of support and to communicate with constituents, other neighborhood councils and with government officials;

(h) arrange training for department staff and neighborhood councils' officers and staff, such as training in leadership, cultural awareness, dispute mediation, civics, communications, equipment utilization and any other training necessary to achieve the goals set forth in Section 22.809;

(i) arrange community empowerment education for top level City officials, including elected officials and commissioners;

(j) with the assistance of the Information Technology Agency, create and maintain an internal and external information and communication network, including a Citywide database of neighborhood organizations and similar information, that would be available for public use;

(k) help coordinate the relationships between existing and newly created advisory committees and neighborhood councils;

(l) perform other duties as provided by ordinance;

(m) ensure that notification required in Section 22.809 (f) is provided to the neighborhood councils along with sufficient committee or staff reports on the matters of interest to facilitate meaningful participation; and

(n) facilitate citywide meetings to be held, on at least a semi-annual basis, of representatives of all neighborhood councils.

ARTICLE 2 CONTROL AND MANAGEMENT

Sec. 22.802. General Manager. The Department shall be under the control of a General Manager.

Sec. 22.803. Appointment and Removal of the General Manager. The General Manager shall be appointed by the Mayor, subject to confirmation by the Council, and may be removed by the Mayor, as provided in Charter Section 508.

Sec. 22.804. Powers and Duties of the General Manager. The powers and duties of the General Manager shall be those specified in Charter

Section 510.

Sec. 22.805 Board of Neighborhood Commissioners.

(a) The Board of Neighborhood Commissioners shall consist of seven board members and be referred to in this Chapter as the "Board" or the "Commission."

(b) The Board shall be comprised of seven members, all of whom shall represent the City in its entirety. The members shall reflect the diverse geographic areas of the City and the diversity of communities of interest, neighborhoods, ethnicity, race, gender, age and sexual orientation.

(c) The Board members shall be appointed by the Mayor and confirmed by the Council and may be removed by the Mayor and vacancies filled in accordance with the provisions of the City Charter.

Sec. 22.806. Powers and Duties of the Board. The Board shall be responsible for setting and overseeing policy, approving contracts and leases and promulgating rules and regulations. It shall not be responsible for the day-to-day management of the Department.

Sec. 22.807. Conflict of Interest. Members of the Board and Board nominees shall be subject to all ethics and conflict of interest laws and regulations applicable to governing boards and commissions in the City of Los Angeles.

Sec. 22.808. Organization and Meetings of the Board.

(a) The Board shall adopt rules of order and appoint from among its members a president and vice-president who each shall hold office for one year or until their successors are elected, unless their respective membership on the Board ceases sooner. The Board shall hold regular public meetings at least once each month and may hold meetings more often if necessary to conduct business. All meetings shall be noticed and held in accordance with law. Members of the Board shall be paid $50 per meeting for each meeting of the Board attended, not to exceed $250 in any one calendar month.

(b) At least four members shall constitute a quorum, but a smaller number may adjourn from time to time until a quorum is present. The Board may establish a committee or committees composed of three of its members to consider matters for, to conduct hearings on behalf of, and make recommendations to the board on matters relating to neighborhood empowerment.
(c) The powers conferred on the Board shall be exercised by

order or resolution adopted by a majority of its members and recorded in the Board's minutes.

Sec. 22.809. Development of the Neighborhood Council Plan. The Department of Neighborhood Empowerment shall seek public input in its development of a Plan for a Citywide system of neighborhood councils. The Plan shall contain a statement of goals, policies and objectives of the Neighborhood Council system, and shall contain specific regulations, in draft ordinance format. These regulations, when adopted by ordinance, shall be sufficient to implement the Plan and shall conform with the following:

(a) The regulations shall establish the method by which boundaries of neighborhood councils will be determined based on standards adopted by the Commission and approved by City Council. The system for determining boundaries shall maintain neighborhood boundaries to the maximum extent feasible and may consider community planning district boundaries where appropriate.

(b) The regulations must ensure that all areas of the City are given an equal opportunity to form neighborhood councils.

(c) The regulations shall establish the procedure and criteria for recognition or certification of neighborhood councils.

(d) The regulations shall not restrict the method by which the members of a neighborhood council are chosen, if the process otherwise satisfies the requirements of this Article.

(e) The regulations shall require that neighborhood councils adopt fair and open procedures for the conduct of their business. However, neighborhood council meetings are not all required to be held within the boundaries of the area represented by the neighborhood council.

(f) Early Notification Procedures. The regulations shall establish procedures for receiving input from neighborhood councils prior to decisions by the City Council, City Council committees and boards and commissions. The procedures shall include, but need not be limited to, notice to neighborhood councils as soon as practical and a reasonable opportunity to provide input before decisions are made. That notice shall be required for matters that will be considered by the City Council, City Council committees, City boards or commissions and any other City official who is required to hold a noticed public hearing. However, failure of a neighborhood council to receive notice shall not invalidate any action of the City Council, City Council Committees, City boards or commissions or any other City official.

City budget. The Mayor shall inform certified neighborhood councils of the deadline for submission so that the input may be considered in a timely fashion.

Sec. 22.813. Monitoring of City Services. Neighborhood councils shall monitor the delivery of City services in their respective areas and have periodic meetings with responsible officials of City departments, subject to their reasonable availability. (7/13/99-44813).

Sec. 2. The City Clerk shall certify to the passage of this ordinance and cause the same to be published in some daily newspaper printed and published in the City of Los Angeles. I hereby certify that the foregoing ordinance was passed by the Council of the City of Los Angeles, at its meeting of

_____. J. MICHAEL CAREY, City Clerk
By _____ Deputy
Approved: 07/26/1999
Approved as to Form and Legality: 07/13/1999
_____ James K. Hahn, City Attorney
By _____CLAUDIA CULLING Deputy City Attorney

File No. C.F. 96-1157 S3

Sec. 22.810. Implementation of the Plan. The Department of Neighborhood Empowerment shall complete development of the Plan and present it and all necessary regulations for a system of neighborhood councils to the Council and Mayor within one year of the establishment of the department and commission. The Council shall consider the regulations and, within six months after presentation of the Plan to Council, may adopt ordinances to implement the regulations as proposed or as modified by the Council consistent with the requirements of the plan set forth above in Section 22.809. If implementing ordinances are not adopted within the time period set forth in Charter Section 905, then the regulations adopted by the Board shall become effective, and to the extent not inconsistent with law shall be binding upon all City departments and offices.

Sec. 22.811. Certification of Neighborhood Councils.

(a) By Laws. Each neighborhood council seeking official certification from the City shall submit an organization plan and by-laws to the Department of Neighborhood Empowerment showing, at a minimum:

(1) the method by which their officers are chosen;

(2) that neighborhood council membership will be open to everyone who lives, works, owns property or otherwise identifies themselves as a stakeholder in the area, based on their participation in among other things, educational institutions, religious institutions, community organizations or other non-profit organizations;

(3) assurances that the members of the neighborhood council will reflect the diverse interests within their area;

(4) a system through which the neighborhood council will communicate with stakeholders on a regular basis;

(5) a system for financial accountability of its funds; and

(6) guarantees that all meetings will be open and public, and permit, to the extent feasible, stakeholders to participate in the conduct of business, deliberation and decision-making.

(b) Petitioning for Certification and Approval. Neighborhood councils may petition for certification in accordance with rules

and procedures set forth in the Plan.

Sec. 22.812. Annual City Budget Priorities. Each neighborhood council may present to the Mayor and Council an annual list of priorities for the

DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT

Department of Neighborhood Empowerment
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SEIU 347